



Welcome to the Winter edition of Activation, our medium for keeping you informed about our research activities.



The University of Melbourne's Vice-Chancellor, Professor Glyn Davis, has expressed a clear desire to "refocus the University as a leading

research institution" as a matter of priority in 2008 moving forward.

Whilst the University is already well regarded for its commitment to research and its high standing in international research rankings, a renewed focus on improving research and research training performance will only serve to further enhance our research capabilities.

This comes as a welcome source of support and encouragement in what we

view in Management and Marketing as a real departmental strength and strategic imperative.

Some exciting research currently taking shape features in this edition of Activation, including the development of a psychometric scale by Dr Coker to measure a potential employee's propensity towards internet addiction and misuse.

In a world that is rapidly changing and challenging the way we do business, I invite individuals and organisations to actively engage with University management and marketing researchers and/or students. Together we can play a pivotal role in finding creative and sustainable outcomes to the issues

facing Australian and indeed, international organisations. Proctor & Gamble (Australian Division) recently took the opportunity to do just that, and chose University of Melbourne students to assist with a research and marketing challenge. See page 3 for more.

Consider contacting us about your management and marketing challenges today. To find out more about collaboration opportunities contact Alison Banford on +61 3 8344 4245 or email a.banford@unimelb.edu.au

*Professor Bryan Lukas
Head, Department of Management
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MONEY DOWN THE DRAIN

The high cost of internet misuse for Australian business

Internet misuse in the workplace costs businesses billions of dollars from lost productivity each year. In some countries, it is estimated as many as half of all employees use the Internet during work hours to read the news, book travel, do banking, check sports team results and even go shopping. Software solutions to restrict website surfing have had mixed results, especially for businesses who rely on the Internet to conduct business - and are often beyond the budget of Australia's mostly small and medium sized business owners.

Dr Brent Coker argues that Internet misuse is a symptom of Internet indispensability in our society: people just cannot live without it. Dr Coker points to the high incidence of Internet Addiction Treatment centres that have opened up across the US and Europe in recent times. "Unlike alcohol or drug addiction, people can vary in the degree to which they are addicted. You wouldn't hire an alcoholic who drinks on the job to work for you, so why would you hire an Internet addict?" Screening job applicants for alcohol or drug dependency is a notoriously difficult task, mired in legal and ethical considerations. Detecting Internet addiction when hiring, however, is an almost impossible task.

In search of a solution, Dr Coker is developing a psychometric scale to measure people's propensity towards Internet

addiction. Australian businesses can screen potential employees by way of a short questionnaire to be completed during the selection process. The resulting score gives employers an idea of how "addicted" each candidate is to using the Internet for pleasure and how productive each candidate is likely to be. "This scale could offer tremendous competitive advantages to businesses, simply by increasing production" suggests Dr Coker. "Imagine a business with only 50% efficiency in production competing against another business down the road with 90%! I know which business I would buy shares in." Dr Coker's hope is that apart from its primary aim of helping businesses hire better employees, the scale will also help those most at risk to seek help and foster awareness of Internet addiction in Australian society.

To find out more, including requests for commercial partnership funding, Dr Brent Coker can be contacted by emailing bcoker@unimelb.edu.au

DIDYOU KNOW ... Activation is produced twice a year, and is mailed out to over 5,500 Australian businesses and CEOs, with an estimated readership of 11,000.

RISING STARS:

The University of Melbourne's Management and Marketing students take on the world!

Since our last newsletter our students' research efforts continue to rate amongst the best in the nation and across the globe. Here is just a quick snapshot of some their achievements.

Winners, Kinsman Scholarship February, 2008

Hugh Gundlach and Samantha Smith were awarded the 2008 Kinsman Scholarship earlier this year for the following research submissions:

- Packaging Authenticity in the Premium Beer Market.
- An Investigation of Consumer Motivations Towards Organic Food Purchases in Australia.

1st Place, Capstone Challenge November, 2007

Kerim Koyunoglu took top honors in the Capstone Challenge, a global business simulation challenge organised by Management Simulations Inc. (MSI).

Kerim competed with more than 500 other graduate students from across the world, from places as far as Poland and Kenya. He says the competition was an amazing opportunity which helped confirm what he wanted to do after graduating.

Kerim is expected to graduate in July 2008 with a Master of Applied Commerce degree with a Marketing specialisation.

ALL GROWN UP:

Baby Boomers Re-Inventing Retirement

Dr Leisa Sargent is a member of an international research team headed up by Professor Mary Dean Lee (McGill University, Canada) awarded a three year grant from the Social Sciences and Humanities Research Council of Canada (SSHRC) to examine Baby Boomers' re-invention of retirement.

The main goal of the research is to study the range of pathways professional and managerial Baby Boomers are using to construct retirement in Australia and Canada. The research will also examine the HR strategies and practices being used by firms to manage retirement and look at how national retirement policies are constraining or enabling retirement realities for Baby Boomers.

For national policy makers, the study will provide new insights into how high skill workers balance the structural incentives of national retirement policy with the variety of other goals and circumstances that impinge on retirement decisions.

If you would like to participate in or enquire about this study please contact Dr Leisa Sargent at lsargent@unimelb.edu.au

DIDYOU KNOW ... many PhD students would be happy to be involved in consultancy. Please visit the PhD website at <http://www.managementmarketing.unimelb.edu.au/staff/zphdstudent.cfm>

GREEN TECHNOLOGY:

Technology Evolution for an Ecologically Sustainable Economy

Much of the existing work on technology evolution has emphasised the role of technological discontinuities – the appearance of new equipment and machinery with functional or economic benefits that trigger the substitution of incumbent artefacts. As environmental issues have become central to the strategic agendas of firms, the substitution of polluting technologies with cleaner ones is driven by the identification, assessment and management of environmental risks.

The growing importance of the discourse of risk in our society suggests that technology evolution results from discursive discontinuities (i.e. the appearance of new arguments from non-market actors – NGOs, scientists, government departments, international agencies, etc.) about the risks posed by artefacts.

Research being conducted by Professor Cynthia Hardy examines the role of discourse in the substitution of incumbent technologies associated with the generation of environmental risks, as well as the emergence of new “green chemistry” technologies associated with the alleviation of environmental risks.

Professor Hardy and co-researcher Professor Steve McGuire (McGill University, Canada) recently received international grant funding from the Social Sciences & Humanities Research Council of Canada (SSHRC) to enable this important research to take place.

To keep up-to-date with the progress of this research project contact Professor Cynthia Hardy at chardy@unimelb.edu.au

STUDIES ADD ZING TO HAIR-STYLING CATEGORY:

P&G team with the Department of Management and Marketing to style a solution



A partnership between Procter & Gamble and the Department of Management and Marketing has generated innovative research solutions to complex marketing problems.

Teams of marketing students recently presented their research reports to a panel consisting of senior marketers from P&G and leading marketing research academics from the University of Melbourne.

According to Dr Elison Lim from the Department of Management and Marketing “multinationals such as Procter & Gamble are increasingly turning to leading research universities to find evidence-based solutions to complicated marketing challenges. This is the first study in Australia that has rigorously examined the beliefs, attitudes and behaviour of hair style category users and non-users”.

The winning undergraduate student team used quantitative research methods to shed light on how to increase usage of hair styling products. It found that sales in Australia are lower than in other developed economies due to insufficient product education programs, lack of product bundling to reduce costs and underinvestment in sustained marketing campaigns.



The winning postgraduate team used qualitative research methods to better understand how to convert non-users to users. Four themes emerged from the research including concern regarding harmful chemicals in hair styling products, a growing preference for the “natural look”, negative perceptions of ‘over-styled’ hair and confusion about product benefits and usage. Recommendations for overcoming the marketing challenges included; new packaging, new distribution channels, integrated marketing communication, introduction of less chemically harmful products and a new brand to capture male consumers in the 25-35 age group.

Enquiries to Dr Elison Lim at elisonl@unimelb.edu.au

DID YOU KNOW ... University researchers working in partnership with business and industry can play an important role in finding innovative and sustainable solutions to pressing issues and challenges facing Australian organisations – including yours!

THE CURRENT INVESTORS' OLYMPIAD IN CHINA:

How do internal corporate governance mechanisms help foreign investors optimise their investment returns in China?

The eyes of the world have turned to China as Beijing plays host to the Olympic Games. As Australian athletes seek sporting success abroad, Australian companies interested in enhancing their business success in China may well benefit from a research project currently being conducted by Dr Helen Hu and Dr Peter Verhezen.

Over the last three decades it is estimated that China has attracted around \$2.11 trillion (US) in foreign investment. While many foreign investors attempt to secure their share in the Chinese market by forming strategic partnerships and alliances with Chinese firms, high numbers are encountering a variety of complications adding frustration to working relationships with their local partners and governments.

China is operating in a political and socio-economic model that is formally distinctive from other major regions in the world. A new project focusing on how foreign investors would employ both formal and informal internal governance mechanisms as tools to safeguard their investment and negotiate for corporate control with the domestic shareholders of their target firms is being undertaken. This research aims to offer practical guidance to Australian companies that are interested in enhancing their investment returns and business success in China.

For further information please contact Dr Helen Hu at hehu@unimelb.edu.au.

DID YOU KNOW ... Our research-led teaching enables our graduates – your future managers – to arrive in the workforce equipped with the skills to take your business further.

SUSTAINABLE PARTNERSHIP:

Department Visitors Engage in International Research Collaboration



3 days visiting Professor Danny Samson and colleagues of the Foundation for Sustainable Economic Development in the Department of Management and Marketing. The purpose of the visit was to set up joint research into both sustainable development and innovation management research projects.

Pictured are Professor Okano, Mr Max Ogden, Professor Danny Samson, Professor Sakagami, Ms Suzy Goldsmith and Professor Ota.

STAYING CONNECTED:

Keeping in touch with the Department of Management and Marketing.

Have you been inspired or newly informed by anything you've read in this or past issues of Activation?

Maybe you have a specific area of interest you'd like to see discussed or would like to engage in collaborative research? Want to know how to motivate an increasingly diverse, mobile workforce? Perhaps you'd like to increase productivity and operational efficiency, or re-position your product, service or brand in the global market?

Our website is the best way to stay in touch. View staff and PhD profiles and contact details, as well as postgraduate course and research information. Visit www.managementmarketing.unimelb.edu.au.

If you would like to explore the possibility of collaborative research opportunities, please contact Alison Banford on +61 3 8344 4245, or email a.banford@unimelb.edu.au you would prefer to receive your newsletter as a PDF via email please email enquiries-mgmt-mktg@unimelb.edu.au

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