Generation Y's Brand Perceptions of Industrial Unions in the Context of Declining Membership

Helen Madden-Hallett

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Abstract

The thesis objective is to investigate the use of marketing techniques to increase and stabilise membership fluctuations in the Victorian State Branch of the National Tertiary Education Union. The research is unique in that it utilises industrial relations literature and discipline specific ideas combined with literature and concepts drawn from the marketing discipline. The industrial relations literature is used to understand the causes of declining union membership, while the marketing literature provides insights into strategies that might be used to halt membership decline.

Unions are facing unprecedented membership losses that has continued unabated for decades. It is not only the duration of decline that is of concern to unions but also the exponential growth of the losses that makes this research timely and, it is hoped, a step in the direction of using marketing techniques to successfully stem the tide of losses.

A mainly qualitative case study research method is employed. The primary data source of 35 face to face interviews forms the basis of enquiry. Interviewees were drawn from one university union branch and were comprised of a mix of academic and professional staff. Primary data was supplemented with relevant secondary sources.

The findings include a comprehensive description of Gen Y (the focus of the research); that they are less motivated by appeals to collective action and more positive about their expertise to self-manage workplace issues. Three potential markets are identified and their psychographic profiles are described. Gen Y's limited understanding of the full range of unions' and the NTEU's activities is revealed. Gen Y also strongly believe that the NTEU's workplace presence is inadequate, there were mixed views about the efficacy of the NTEU's branding, with some believing that unions were antiquated and no longer relevant in the modern work environment.

Interviewees also detailed reasons for and against membership and these reasons aligned with the established literature but interviewees forthright responses added significant depth to an understanding of interviewees' motivations. The research provides application of marketing principles to the problem of union decline with the belief that by doing so the NTEU may be able to appeal to the hearts and minds of Gen Y and offer services needed and wanted by that market.

Declaration

"I, Helen Madden-Hallett, declare that the Doctor of Business Administration thesis entitled Generation Ys Brand Perceptions of Industrial Unions in the Context of Declining Membership' exceeds the 65,000 word length, including quotes and exclusive of tables, figures, appendices, bibliography, references and footnotes. University approval regarding the length of the thesis has been sought and granted. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work."

Signature _____ Date

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Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction

This research investigates and critically assesses the utilisation of marketing techniques to increase membership and stabilise membership fluctuations in the Victorian State Branch of the National Tertiary Education Union (NTEU) throughout 2008 to the present.

A case study approach will be adopted which will draw upon qualitative research consisting of in-depth interviews with key officials from the NTEU and with Gen Y employees of a State university, the analysis of quantitative data collected via various union surveys to members and non-members by the NTEU and an action research project applying the findings to develop a marketing strategy.

A wealth of literature provides facts and figures about union membership (Freeman, 1995; Peetz, 2005), subscription rates (Martin, Sunley, & Wills, 2012; Organisation for Economic Co-operation and Development, 2015) and membership activity and motivations to join (Waddington & Whitston, 1997). However, a dearth of analysis relating to unions' marketing efforts to stimulate demand for union membership in either the Marketing or Industrial Relations literature is evident. The current study seeks to fill that gap and provide unions and interested publics with insights about effective recruitment and membership reinvigoration campaigns with a particular focus on Generation Y.

Also known as Millennials, Gen Y are the largest generational group in size after the Baby Boomers (Smith, 2010). Gen Y comprised 34% of the Australian workforce in 2014 (News Corp Australia, 2015). Gen Y's participation in unions is demonstrably low, especially when compared with Baby Boomer's. The oldest of the Baby Boomers have already retired from the full-time workforce, while others are planning retirement and are being replaced in the work environment by Generation Y. The replacement process provides a partial explanation of the marked decrease in union membership but to gain a more complete understanding of the segment's attitudes to unions as well as their motivations for joining. Thus the research aims to provide timely insights for those unions grappling with membership decline at a time when the membership base is undergoing fundamental changes.

1.1   Aims and Research Questions

This thesis sets out to explore the relationship between Gen Y consumers' perception of brand image of an industrial union and Gen Y consumers' level of positive attitudes to unions overall and their attitudes to the National Tertiary Education Union in particular. This is a key issue for trade unions that have experienced a steady decline in membership since the 1980s, notably the years of The Prices and Incomes Accord.

Generation Y is a potential market of over 1.5 billion globally (Kacprzak & Dziewanowska, 2015), and have been identified as an important potential market for unions. However, tantalizing hints suggest that this generation are less likely to respond to the current raft of recruitment drives and marketing appeals. Thus, the research purpose is, to investigate the extent to which Gen Y responds and engages with current marketing strategies. A related research area is to examine the types of appeals that will encourage prospective members of the Gen Y segment to join a union, and in the case of existing members, what can be done to maintain and strengthen their membership status.

The central research question is, to what extent marketing methods are used to strengthen the brand image of the NTEU at both national level and local levels and how successfully these methods engage Gen Y to join the union and/or to continue their membership.

Marketing techniques have been used to rebrand the insurance sector (Holsboer, 1999) and in that study the relevant structural factors were regulatory, political, economic, social and technological. Given that Holsboer's paper and this research are both investigating the notion of rebranding these categories are recommended as a foundation but with some adaptation to ensure a more accurate application to the current context.

1.2   Aims and research questions in detail.

The aim of the study is to develop a deeper academic and applied understanding of the relevance of traditional aspirations of unions and the workplace needs of current and potential members, with an especial emphasis on Gen Y. Specifically, the thesis will evaluate the NTEU's existing marketing recruitment strategies and marketing programs with particular emphasis on how the NTEU brand is perceived by both members and non-members. Insights from this evaluation will lead to the formulation of a suitable product design, communication strategy, and strategies for building strong relational

bonds with the Generation Y market segment. This research question is presented below in Figure 1.1. In order to achieve the above aim the thesis will address the following research questions:

i)   What are the favourable Generation Y consumer characteristics and influences leading to union membership?

ii)   What media consumption patterns can be identified leading to effective exposure of union messages?

iii)   What are Generation Ys general understandings about unions and the NTEU and what aspects are appealing and what are unappealing?

iv)   What is the perceived brand image of the NTEU and is it generally a positive or negative image?

v)   How relevant are unions to Gen Y and do they perceive unions as a positive workplace influence?

vi)   What are the NTEU's successful promotion strategies used to grow NTEU brand awareness?

vii)   What are the reasons Gen Y choose to join or not join unions and are these motivations consistent with the literature relating to other generations?
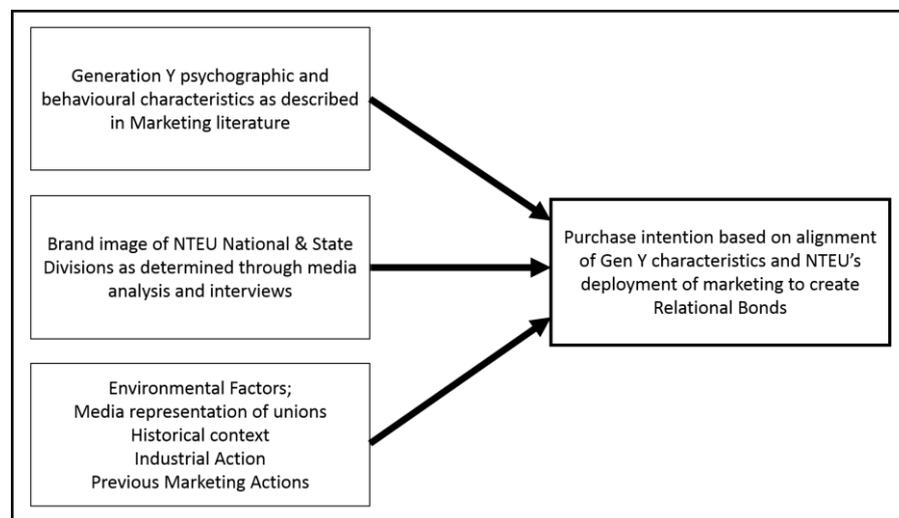
Figure 1.1 Purchase Intention. This figure illustrates effective elements in generating purchase of membership.

1.3   Socio-Historical Role of Unions

The current decline in union membership is not a trivial issue since trade unions have traditionally fulfilled many important social and economic roles. A strengthening of union numbers translates into unions achieving their aims of lifting "the living standards and quality of working life of working people" (Australian Council of Trade Unions, 2016a) benefiting many in society.

Unions also act to redress the power imbalance between worker and organisations and are one of the forces which has the power and resilience to "restore workers' power or influence" (Clawson, 2003, p. xi). Trade unions are one of the few forms of protection offered workers and their presence in the work place can act as a deterrent to corporations, who otherwise may be tempted to impose unfair or harsh management decisions on workers. In this way unions offer protection to the weak and those without power or a voice (Bennett & Kaufman, 2008). In other words they provide a limiting effect on arbitrary use of authority by employers over their workers (Jacoby, 1985; Montgomery, 1997), but they also offer a check on employee institutional sabotage through professional bargaining and grievance protocols (Lewin, 2005).

Hall and Hartley (1996) describe the ideological standpoint of unions from a variety of perspectives. They firstly describe unions as 'syndicalists' focused on the emancipation of workers. This is followed by 'Leninists' who seek to serve the revolutionary vanguard party. Another view is that unions have provided a Marxist style of revolutionary manifestation of psychological reaction to capitalism. Combet (2004, p. 1) without reservation, describes unions as;

> One of the longest-standing and most resilient institutions in the country.
> For over 150 years unions have helped to shape Australian social and
> economic life.

Unions have fought to protect the family unit by protecting workers from higher levels of casualisation and intensification of work. Both are areas of great concern for workers, given that work intensification often leads to longer work hours and therefore less time for family and pursuits outside the workplace or paradoxically, a lack of work hours as contracts have become shorter over the last decade. Contract employment also precludes employees from being able to obtain a mortgage to buy a house, start a family or other financially burdensome actions. Not taking these steps towards independence and adulthood is the basis of criticism of Generation Y by commentators (Bolton et al.,

2013). Unions foster progressive social and political change as demanded by their membership and further research in this area will help to secure their future (Milkman & Voss, 2004).

Industrial unions provide a democratic environment for workers where otherwise the workplace gradually becomes a dictatorship-like environment, where staff have no input to organisational process or outcomes. Industrial unions enable workers to connect with democratic political entities in which they can challenge such things as executive pay rates particularly in comparison with worker pay levels and the ever increasing divide between rich and poor (Milkman, 2006).

These factors are further compounded by the drop in real wages of those who need union protection the most. Moody (2007, p. 90) describes the situation as: "While working-class families were seeing real wages fall and their incomes hold up only by working longer hours, members of the capitalist class saw their incomes soar and their wealth accumulate. Kearney (2010a) also believes the wages-divide is increasing. In the US a similar situation exists with The American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) noting that the ratio of Corporate Executive Officer (CEO) pay to that of the average workers rose from 42 times in 1980 to a high of 531 times in 2000 as described by Moody (2007, p. 90).

These disproportionate rations have lent themselves to a more concentrated debate on rights of workers and the next logical step; the purpose of unions themselves. The genesis of unions reflects their ideology and purpose. In Australia the Labor Party was born from the union movement and often the Labor party and the peak union body the Australian Council of Trade Unions (ACTU) present a united front. This is somewhat different in the United States where, although there is a close association with the Democratic Party it is more a relationship of mutual assistance rather than shared ideals (Moody, 2007, p. 240).

Although pay rates are very important, the argument that workers are solely driven by the reward of payment is simplistic and does not adequately explain the depth of employee's motivation. The literature suggests that workers are highly interested in work satisfaction as well as financial compensation and seek adequate levels of control within their workplace (Ellem, 2002). Such is the importance of the balance between quality of life and financial wealth, various economic measures are gradually being redefined to include social measures. For example the Gross Domestic Product (GDP) has been redefined to take into account a variety of quality of life parameters (Pearson & Lyons, 2003).

That employees' work should be meaningful is explored by Hodson (2001), who suggests that it is "essential for dignity" and in a less than favourable work environment this drive for dignity is likely to be achieved through "countless small acts of resistance against abuse," which is supplemented by the worker's desire to do a good job and take pride in that work. Unions span the issues that affect their members beyond the boundaries of the workplace, encompassing broader issues such as a sense of community and a sense that they are an equal and important part of society and the satisfaction of a desire to wield power relevant to their sphere of influence (Clawson, 2003).

In the worker's fight to achieve workplace dignity the role of unions is explored by Hodson (2001) and Bamber and Russell (2007) as well as workers' resistance to various forms of overwork, "abuse and mismanagement" including forms of resistance and strikes (Hodson, 2001). These actions are often organised and managed by the relevant industrial union of those workers and through this mechanism unions foster progressive social and political change as demanded by their membership. Indeed, in many instances it is the union movement that tackles issues that are "beyond the immediate conditions of work of their members" (Hall & Harley, 1996). Unions endeavour to address the matters that concern their rank and file. Study in this area will help to promote their future and will nurture advances in social and political thinking (Milkman & Voss, 2004).

Trade unions have long been viewed by those within the union movement as social change agents (Australian Council of Trade Unions, 2012c); however it may be time to consider the growth of community awareness of social issues due to the high usage of social media such as Facebook, Twitter, Reddit, LinkedIn, Share and so on. These easily accessible modes of communication may have usurped the role of social change agent from trade unions putting in doubt unions' capacity to effect social change, given their own decline in membership numbers.

Howard's belief is that the unions' basic function is to "serve the short term goals of its members" (W. A. Howard, 1996) and that it is the "instrument by which workers' goals can be pursued." Howard goes on to support Polanyi's (1944) thesis that unions protect workers (skilled and non-skilled labour) from the effects of the market system, (Ferguson, 2009). Unions like all service providers of services seek to stay relevant to their existing customers and to grow by appealing to new markets in a changing environment.

1.4 Decline in Membership

Declining union membership is a problem which impacts upon the social, economic and democratic foundations of society. Unions represent a key force in a country such as Australia, in which organised action is central to the Australian democratic system. Unions foster this democratic ethos both philosophically and in practice and are widely viewed as playing an important role in society (Panagopoulos & Francia, 2008). Revealing the causes of downward trends of union membership is therefore, of great importance to Australian society and other Organisation for Economic Cooperation and Development (OECD) nations as well as to the unions themselves.

The literature goes part of the way to identify a target audience but it does not provide guidance on how to communicate with the Gen Y market, and so the question of how to reach Gen Y's hearts and minds remains unanswered.

1.5 Thesis Outline

This thesis is divided into eleven chapters. Chapter one introduced the problem of declining union membership numbers, including declining NTEU membership. The chapter briefly explained the context of the problem and unions' role in society. The chapter concludes with an explanation of the research limitations.

Chapter two provides the industrial relations focused literature review in which the legislative, economic and structural forces acting on unions are described. These factors combined with employer strategies to control workers and unions' failure to adapt to changing times, are discussed in relation to their contribution to membership decline. The chapter then provides a brief discussion on unions' willingness to reform, in part, by refraining from poaching members from other unions' jurisdiction. The chapter proceeds to outline the relative strengths of the servicing and organising models; typical systems for providing services to members. The chapter concludes with a discussion about the public perception of unions and union officials.

Chapter three describes the magnitude of union membership decline commencing with specific figures for the NTEU and proceeding to global figures with a focus on developed nations. The chapter concludes with a profile of union membership numbers across industries, demonstrating the increased decline in manufacturing with less decline

in services based employment.

Chapter four introduces 'service marketing' concepts, including positioning strategies and how this relates to unions. Promotion undertaken by unions in Australia is discussed and the number of difficulties unions encounter when attempting promotional campaigns is outlined. Pricing structures are explored briefly, as are Gen Y as a potential segment. Collectivism versus individualism is discussed in detail, particularly as it relates to Gen Y and the literature that supports the notion of Gen Y as both a global generation and an individualistic one. The transition of unions' strength from manufacturing to the services sector is provided as a setting to explore worker issues, such as difficulties workers face when asked to participate in industrial action. A profile of unions as presented in mainstream media is followed by a discussion of consumer attitudes to unions generally. The chapter concludes with an examination of the complexity of industrial action and its potential to damage unions' public image.

Chapter five outlines the predominantly qualitative research methods employed, which include the sampling frame, questionnaire development, data collection, the interview transcription process, the system of coding and analysis to be used, and reliability and validity measures. The chapter concludes with a description of the limitations of this research and the process of human research ethics approval.

Chapter six is the first of five chapters that detail the research findings. The chapter commences with a description of Gen Y's characteristics and provides a profile of the research sample, followed by an exploration of Gen Y's reasons to volunteer for community betterment. Interviewees' family history as it relates to unionism is explored, as too is their consumption of print media, which closes the chapter.

Chapter seven delves into interviewees' perception of unions as a product category and reveals a surprising lack of knowledge about the breadth of union activity. The chapter concludes with an exploration of misinformation about unions and the NTEU in particular, and the implications for marketing.

Chapter eight continues to detail the research findings and commences with an exploration of the NTEU's brand image as perceived by the interviewees. The degree of workplace presence by the NTEU is followed by perceptions of relevance of unions in the modern workplace, service delivery perceptions, the notion of unions as an organisational liability and whether unions are still perceived as manufacturing based, are all explored. Positive attitudes towards unions are also reviewed, as are their perceived affiliations with political parties.

Chapter nine focuses on brand promotion. The cover of the NTEU print publication *The Advocate* is critiqued by interviewees, as are several web site banners from the National NTEU web page and marketing appeals are considered. The chapter concludes with a review of the NTEU's purple brand colour.

Chapter ten considers the specifics of brand purchase including reasons interviewees gave about joining, as well as the rationale for choosing not to join. Each of the categories are explored in detail.

Chapter eleven concludes the research. It provides further discussion of each of the topics and recommends areas of potential improvement to strengthen brand image based in some instances, on improved service provision. The identification of three potential new typologies is explained and detailed recommendations are provided relating to a redesigned and tailored product, as well as recommendations to assist improving the NTEU's brand image. The chapter concludes with a description of limitations of the study and its contribution to knowledge and professional practice.

1.6   Limitations of the Research

The research was undertaken at only one NTEU Branch due to resource constraints, which presents a limitation in the study with the data drawn from one sample. Possible inherent biases within the sample may limit the usefulness of the findings when applying those findings to other branches, especially those located in older and more established universities. Further confirmatory research would alleviate this issue. As well, the research, had to first establish interviewees' perceptions of the product category prior to investigating interviewees' views of the NTEU brand, with the effect that a sizeable part of the content was taken up establishing interviewees' attitudes and opinions on the overall brand with less focus remaining for additional areas of interest and worth.

1.7   Chapter Summary

Chapter one establishes from the outset the central research question: to what extent marketing methods are used to strengthen the brand image of the NTEU at both national level and local levels and how successfully these methods engage Gen Y to join the union and/or to continue their membership. Seven subordinate research questions are listed for exploration. The socio-historical nature and importance of unions is discussed,

as well as the democratising function of unions in the workplace. A brief description of the decline in membership numbers provides a context in which the importance of marketing can be understood. The next section is the thesis outline followed by an explanation of the limitations of the research.

Chapter 2: Literature Review

Chapter 2 provides the industrial relations literature review and an outline of the legislative, political structural and economic issues impacting upon unions. A detailed analysis of the organising and servicing models is provided taking into account their impact on the growth in membership, followed by a description of the public's perception of unions. The chapter closes with an analysis of the free-rider effect.

The literature review spans industrial relations and marketing disciplines and commences with an explanation of discipline specific language. 'Services marketing' and 'service model' both contain the idea of providing a beneficial action, but the terms are drawn from distinct disciplines (marketing and industrial relations respectively) and apart from the common 'service' idea are quite distinctly different in meaning. The definition of these terms provides clarification.

A service is any act, performance or experience that one party can offer to another and that is essentially intangible and does not result in the ownership of anything, but nonetheless creates value for the recipient. Its production may or may not be tied to a physical product (Lovelock, Patterson, & Wirtz, 2015). Whereas the 'service model', as used in union operations is defined as: "an approach whereby labor unions aim to satisfy members' demands for resolving grievances and securing benefits through methods other than direct grassroots-oriented pressure on employers" (American Federation of Government Employees Local 704, 2016).

Services marketing literature is substantial yet there are only a few studies that investigate services marketing in industrial relations contexts and specifically union membership (Bailey, Price, Esders, & McDonald, 2010). The only papers that attempt to bridge the issues of trade union density[1] and services marketing theory are provided by Bailey et al. (2010), Bailey et al. (2009) and Gomez et al. (2004). Additional but also limited published studies that explore the marketing of industrial unions tend to relate to specialised areas such as youth markets (Gomez et al., 2004).

Existing research is clearly separated into discipline specific silos with each discipline adhering to its own system of ideas and ideals with a distinct path of enquiry and distinct research methodologies. These disciplines are comprised of economics

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[1] Density is defined as "the proportion of wage and salary earners affiliated to trade unions" Bruhn, Kjellberg and Sanderg (2009)

(mainly using description and explanation of both positivist and normative economic approaches), industrial relations (focusing on workforce structure, operations and industrial action) and a socio-historical approach outlined in chapter one, (emphasising the historical contribution of unions to society especially in justifying unions' purpose and contribution to enhancing society). While research studies within these three areas suggest causes for union decline, they are noticeably lacking in consideration of applied marketing principles as a possible solution to long term decline of membership, if indeed seeking a solution was even part of the research agenda. Marketing and especially the specialised area of services marketing can offer theories, systems and strategies to begin finding solutions.

2.1 Legislative, Political, Structural and Economic Issues

Previous studies focused on identifying the various economic (Western, 1996), structural (Milkman, 2006), legislative (Ferguson, 2009) and internal factors (Pocock, 1998) contributing to favourable or unfavourable conditions for union growth. The centralised or decentralised nature of work locations, management's hostile or favourable attitude to employees (G. Griffin & Moors, 2002), legislative changes reducing unions' power to organise and employees' attitudes to unions have all contributed to membership decline. Specialised research focused on specific industries and issues such as the structure of the union (Ellem & Franks, 2008; G. Strauss, 1991), rates of pay (Galbraith, 1998), the growth of casualization (May, 2011), unemployment rates and industrial actions particularly strikes (Crosby, 2002a).

This research will report upon the economic, structural and legislative issues facing unions in Australia, and useful parallels with the United States, Canada, the United Kingdom and New Zealand are discussed. In spite of the differing models of labour regulation, unions in many developed nations face similar issues with regard to membership decline. An analysis of unions' internal issues and their adoption of organizing and/or servicing models as strategies to reverse union decline is provided.

2.1.2. Legislation and Political Setting

Unions face 'a continual chipping away' (Clawson, 2003) of power by employer organizations and even more so when they take a proactive non-compliance stance. Conversely there are real rewards for playing within the rules and unions are faced with

jeopardising their hard won gains by mobilizing their latent power through the existing legal structures. Unions are also legally constrained by external limitations of law even if they were to choose strident action. Additionally an important but often overlooked consideration is the involved and arduous process for union registration that further slows down the strategy and decision-making process for unions (as theoretically democratic institutions).

Protection of employment is stated by union members internationally as an important function of a trade union (Heery & Abbott, 2000) and such is the importance placed on job security that the then Prime Minister of Great Britain, Tony Blair, introduced new legislation entitled 'Fairness At Work', supportive of collective arrangements for employees in 1998 (Heseltine, 1998). Unions in Britain and further abroad, saw this as an important development because job protection through legislation and collective action are important instruments used by unions to achieve security for members.

Unions in the United States have also experienced legislative reductions in industrial rights as early as 1947 because of a direct attack by the Republican majority in Congress, with the introduction of the *Taft-Hartley Act*. The intention of this legislation was the removal of unions' ability to engage in strike or boycott actions (Ferguson, 2009; Voss & Sherman, 2000) and has also resulted in the curtailment of union power.

Another impediment to union growth in the United States and therefore a contributor to declining union density was described by Milkman (2006) as "employer violations of the laws that survived also increased sharply in the 1970s, quickly becoming an effective brake on the labour movement's on-going efforts to organize new workers". These failures to enforce the law were specifically violations of the *National Labor Relations Act* in the United States. In the Australian case the introduction of new legislation was also used to curb compulsory union membership. Compulsory unionism in Australia, through the use of closed shops, contributed to moderate union density figures prior to the 1990s. New Federal legislation (*Workplace Relations Act*) came into effect in the mid 1990s making union preference and compulsory unionism illegal and those who did not desire to be unionists departed the ranks in large numbers (Peetz, 1997). Meanwhile, in work places where there was no compulsory unionism, union density remained relatively stable. The anomaly in relation to compulsory unionism was that when workers were surveyed by the New South Wales Labor Council (1996), 52 percent of interviewees indicated that if they were free to choose they would choose to be

in a union. However, only 34 percent of those were actual members (Peetz, 1997). The remaining 18 percent of non-members had therefore indirectly indicated a desire to become unionised signalling to unions an unmet demand for membership. Unmet demand for union membership is examined by Pyman et al. (2009), who state that the 'significant level' of unmet demand;

> varies according to workplace and employee characteristics and is highest among low income earners, younger workers, workers with shorter organizational tenure and workers in routinized occupations.

Since the *Workplace Relations Act* changes in the mid-1990s further legal restrictions were placed on unions with the so-called Work Choices changes to the Workplace Relations Act. (Ferguson, 2009). A lessening of legislative support for unions is important to note because; "Labour law recognizes the generic utility of a worker's activity in the same way as civil law recognizes a citizen's generic membership of the community" (Castel, 1996) and with a decrease in legislative support for unions there is also a lessening of support for workers. Labour law has provided an increasingly secure platform for unions to challenge the unequal bargaining relationship between employee and employer (Howe, 2010) and reinforce their ability to protect and further enhance labour legislation and as political institutions to progress issues within society (Gahan & Bell, 1999). To this end in Australia, during the first half of the 1990's Keating Labor government, the system of union (ACTU) and employer agreement, known as The Prices and Incomes Accord, had as its basis the understanding that unions would naturally be incorporated into the political climate (Hall & Harley, 1996). During this period rather than filling the ranks with fresh members, the Accord had the opposite effect and it is generally agreed that a strong reliance on political systems and actions led to reduced union membership and effectiveness (Gahan, 1996). This was an unseen and unexpected outcome. Unions had taken no precautionary actions such as increased marketing campaigns, reinvigoration of recruitment actions or endeavouring to cement relationships with the existing membership base. In Australia, the Accord created a period of reduced disputation (fewer strikes and reduced industrial action around pay and working conditions) than had been seen previously, (Peetz, 2010b).

Australia's cultural counterpart in the Pacific region, New Zealand, operated under a similar system of Labour Law until 1991 with the implementation of the *Employment Contracts Act* (Morrison, 1996) . The Howard government changes to

industrial law from the 1990s in Australia began to adopt a; "similar and convergent path" to New Zealand (Anderson, Gahan, Mitchell, & Stewart, 2011). The influence of the state as a legal entity in shaping the behaviour and structure of unionism particularly through arbitration systems is discussed by Hince and Harbridge (1996) in the New Zealand context. Charlwood and Haynes (2008) suggest that in New Zealand between 1990 – 2002 unions lost ground due to their own internal weaknesses which resulted in unfavourable legislative change (Bulbeck, 2008) coupled with economic decline and again marketing solutions were not embraced and the foci for addressing membership decline consisted of industrial relations, economic and political actions. In the first instance these conditions resulted in the removal of compulsory union membership in New Zealand, which in turn led to receding union reach and therefore a curtailment of their capacity to organize. Workers were left without the opportunity to join a union and in many instances these were workers in service industries in the private sector, noted by Charlwood and Haynes (2008) as being one of the most vulnerable groups in the workforce. In their analysis they place little or no emphasis on structural factors, employer resistance or attitudinal change.

In the Australian case industrial relations regulation is characterised as follows by Gough, Brewer and Toffoli (2009):

> The regulation of wages and employment conditions in Australia is covered by State and Federal Awards (decisions of arbitral bodies). ... These are complemented by workplace collective agreements or Enterprise Bargaining Agreements (EBAs) which specify workplace level wage rates and a range of employment conditions. The balance varies depending on the extent to which the EBA has incorporated award conditions.

In the Australian case, legislation was passed in 2005, the WorkChoices amendments to the *Workplace Relations Act*, considerably diminished union power. Howerver, with the election of the Labor Party under Kevin Rudd in 2007 the anti-union WorkChoices legislation was removed, at least in part (only a short 14 months after its introduction (Sloan, 2013), which enabled unions to initiate membership drives (particularly through organizing) contributing to a modest rise in membership numbers. Ferguson, et al. (2009) suggest that a shift in political support, legal reform and changes in organizing and bargaining strategies have in the past, also contributed to a turning point in membership levels in the United States.

2.1.3 Structural Changes and Economic Issues

Profound changes in the structure of employment have occurred such as the marked growth in casualization (Milkman, 2006) the increase in employment turnover and the growth of the services sector (Moody, 2007) (which has traditionally been a low unionized area (Clawson, 2003). The major cause, as described by Bell and Gahan (1998) is because of:

> Changes in the structure of employment and industrial activity. Jobs gone in high membership industries [manufacturing] and job creation concentrated in industries with traditionally low union rates.

Biddle (2000) also noted the disintegration of traditional union sectors and that job growth has been in services with a rise in non-traditional and non-standard employment (Burgess & Ryan, 1996) such as part-time, casual (Campbell, 1996; Hurd, 2001; Voss & Sherman, 2000) and temporary employment (Bell & Gahan, 1998); all areas that typically use female workers and that are hard for unions to reach. The majority of these jobs are in the services sector dominated by casual workers, which is notably of greater incidence in Australia "in contrast to other OECD countries" (Kearney, 2010b). The service sectors, in Australia that are exhibiting the most growth are hospitality, health care and education.

Traditionally high membership industries have experienced a loss of jobs (Biddle, 2000) and job creation has occurred in industries with traditionally low union rates (Bell & Gahan, 1998). According to OECD figures for1994 Australia has one of the highest proportions of employment in the service sector among advanced economies.

The overall effect has been the elimination of some jobs and the work intensification of others (Moody, 2007). Not only are workers required to produce more with less but they have also seen real wages fall in both the United States and Australia (Cowgill, 2013). To mitigate against this monetary loss many workers prop up their incomes by working longer hours; a typical strategy adopted by the Baby Boomer cohort and to a lesser extent Generation X. At the same time and in stark contrast those in senior management positions, in Australia and the United States, who have experienced soaring wages (Kearney, 2010a) and seen their personal wealth accumulate (Moody, 2007). Early (2009) describes this situation as "corporate America's assault on the pay, benefits and job conditions of millions of workers [which] continues to this day."

The rise of services sectors was accompanied by a shift of employment from the

public sector with higher membership levels to the private sector leading to a further decline in aggregate union density (Peetz, Webb and Jones (2002).

As work intensifies and work conditions deteriorate the role of unions becomes more pivotal, because it is their actions that help maintain and improve employees' standard of living. If left without union presence job conditions deteriorate further (Early, 2009; Moody, 2007). Webb and Webb (1911) concur with this view that industrial unions were supported by wage earners "for the purpose of maintaining or improving the conditions of their working lives". The unions' pursuit of worker protections and rights has since expanded to include; occupational health and safety (Australian Council of Trade Unions, 2009a), executive salaries (Australian Council of Trade Unions, 2009b), gender inequality (Australian Council of Trade Unions, 2012b), workplace discrimination (Australian Council of Trade Unions, 2012c), parental leave, superannuation and secure jobs (Australian Council of Trade Unions, 2011a) and all issues that relate just as well to female workers whether full time, part-time or casual. Essentially the union movement has redeveloped its product to better reflect more contemporary needs of its customers.

An important result of union membership has been a higher wage than non-union workers in comparable jobs (Blanchflower & Bryson, 2004; Kearney, 2010a). In Australia this translates into approximately 15% higher average weekly earnings (on average $145 per week) for union members (Australian Council of Trade Unions, 2010; Combet, 2004). In this way unions themselves help to create a market for those very same goods and services the workers helped create and thereby fuel the economy. Additionally, research by Card (2001) suggests that unions hedge against excesses of capitalism in part by providing an equalising effect on wages; where unionism has declined wages have shown greater inequality.

Zieger (1995), quoting Hillman, President of the U.S. Amalgamated Clothing Workers (1928) said: "A high standard of living is no more a question of mere justice … It is essential to our system of mass production to create a consumers' demand for almost unlimited output". Lichtenstein (1995) gives further insight to this point through an exchange in 1952 between Walter Reuther (American Labour Leader) and a Ford executive during a tour of an engine manufacturing plant that used automated processes: "You know, Walter," said the manager, "not one of those machines pays union dues." "And not one of them buys new Ford cars, either," replied Reuther.

In the United States, Britain, and Australia the tertiary and quaternary sectors of

the economy are the fastest growing in relation to employment totals and have reached sufficient numbers to warrant industrial unions tailored to meet their needs. Their growth has led to new occupational groups (Griffin, G & Svensen 1996) (historically non-unionised); new work patterns (Biddle, 2000) and new groups of precarious workers such as the increasing numbers of academic research staff and separate academic teaching staff (Strachan et al., 2013). Precarious workers also include; casuals, seasonal workers, migrant labour (Milkman, 2006), outworkers, home office workers and technological sweat shops such as call centres, created in part through a proliferation of contracting out. The United States, Britain and Australia have also experienced increased workforce participation of historically unrepresented groups (youth, women, service workers, highly educated professionals) and a decreased participation of the union faithful (older workers, males, unskilled and the semi-skilled). Precarious employment also creates labour churn leading to a lack of continuity such that individuals do not develop relationships with any given union or official. Unions can therefore, no longer rely on goodwill with stably employed members but should recognise the increased need for marketing to not only those on-going employed workers, but also develop strong relational bonds with precarious workers and create loyal advocates of the brand (Mrinmoy, 2015).

Peetz, Webb & Jones (2002) claim that the major cause of decline in aggregate union density in Australia for 2001, has been "entirely due to continuing shifts in employment from the public to the private sector". The shift to casualisation (Peetz, 2005) and the shift in the structure of employment in Australia from traditional union sectors such as manufacturing, has led for the first time that union numbers are strongest in the service sector.

Burchielli (2002) gives other reasons for the decline in union membership including the view that it is a reflection of the ineffectiveness of unions themselves and provides a detailed account, identifying six indicators relating to United States trade unions but also applicable to Australia: bargaining, politics, self-help, organising, member solidarity and resource acquisition. Part-time employees and the self-employed are far less likely to join a union (Heery & Abbott, 2000) as can be seen in Figure 2.1 following.
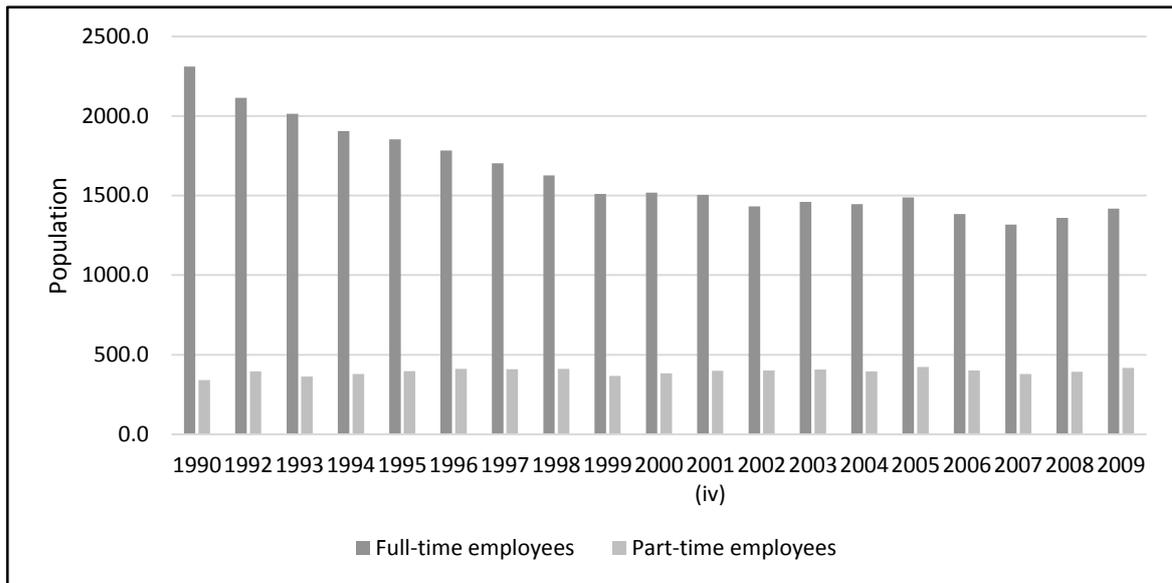
Figure 2.1. Union Membership Profiles. This figure illustrates full time and part time employees as union members. Adapted from, 'Australian Trade Unionism and the Interpretation of Change', R. Hall, & B, Harley, (1996) in G Griffin (ed.), *Contemporary Research on Unions: Theory, Membership, Organisation and Non Standard Employment*, Melbourne, vol. 1, pp. 32-57.

The tertiary and quaternary sectors have been resistant to the substitution of capital for labour and hence provide increasing employment opportunities. In contrast technological innovation, through its increased efficiencies, is reducing the actual numbers of employees required in the manufacturing sector. Given the significant number of union members historically in the manufacturing sector as distinct from the services sector, these changes in employment have led to an overall decline nationally in union membership. Paradoxically union membership rates appear to have an inverse relationship with employment figures; when employment in a sector is declining the union presence is strongest in that sector (Clawson, 2003). A relevant example is the manufacturing sector which is experiencing profound changes due to the introduction of new technologies and global competitiveness that reduce the need for employees (but with increasing economic outputs). Hand in hand with this is the growth of globalization and its effect on government decisions and influences on unions and their policies (Bramble, 1996).

The following Figure (1) presents a model of the structural and attitudinal factors affecting the level of union membership outlined above and following.
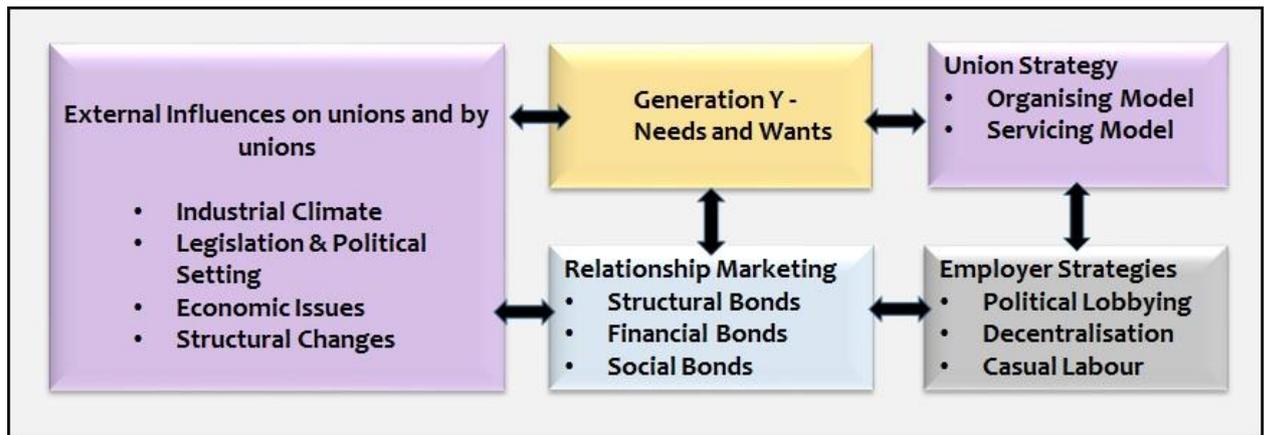
Figure 2.2 Inter-relationships between institutions and public.

The Figure 2.2 attempts to show the inter-relationships between the public as represented by Gen Y, and unions and employers. It also explores the various relationship marketing bonds and their potential to hold Gen Y into the industrial climate.

2.2   Employer Strategies

Clawson (2003) outlines three hackneyed leverage methods used by employers to counter union strength; refusal to resolve grievances, resisting new organising (Hodson, 2001) mainly by sacking employees if they start agitating, and relocation operations to avoid unions. Adoption of a decentralized organizational structure, leading to lower union density is also a factor (O'Brien, 1998). Employers' behaviour and organizational structures foster reduced union power and are supported to a greater or lesser degree by each society's legislative framework. Clawson (2003) describes this assault as "employer dominance of politics, the courts, the media, and public culture and understanding". To a limit extent though, managerial hostility can also encourage union membership, as can incompetent management by creating issues that led to activism.

Employers and employer peak bodies are using more sophisticated approaches, including the use of anti-union legislation, noted above, to create ever increasingly difficult environment in which unions have to operate (Bronfenbrenner, 2000; Bronfenbrenner & Hickey, 2004). The nature of employers' push back against unions can be seen by the role of the Business Council of Australia (BCA) and its consistent push for decentralisation, "deregulation and a reduced role for unions" (Hall & Harley, 1996; King, 2015). In Australia anti-union strategies are extreme in comparison to internationally accepted practices (Cooper, Ellem, Briggs, & van den Broek, 2008) making the protection and enhancement of the image of unions and their brand name that much more difficult.

A further consideration is capitalists' ability to move their installations and resources to avoid organised labour's influence, particularly if labour is unionised. Capital's capacity to find cheap labour is a longstanding issue for unions (Howe, 2010). Conversely the movement of jobs is seen as a weakness for labour, but workers may have the ability and the ingenuity to organise, as shown in the growth of union towns where workers are congregated around a geographically based resource. 'Union towns' are seen as "distinctive local communities and cultures made by working people and their families in distinct places, over time" (Ellem, 2002). Ellem (2002) goes on to suggest that labour's biggest internal problem is its inability to overcome factionalism, but in citing the BHP Iron Ore scenario (in which the introduction of individual contracts was resisted) (Ellem, 2002), it was noted that this sectionalism was overcome by members and officials from different unions acting together, demonstrating that cooperation between union divisions is possible.

Heery and Simms (2010) discuss the relationship between employer response and union organising and the reaction to a benign or hostile response from employers. Essentially a hostile reaction from employers can lead to a reprisals scenario, whereupon one party escalates the hostility which is then further escalated in turn. Heery and Simms (2010) however, discuss an alternative strategy for employers to engage with employees with the intention of substituting for the union. They note that:

> Removing unpopular managers, confessing to poor management in the past and giving commitments to improve management operations in the future, communicating more intensively with employees about shared interests and values and raising pay and benefits.

At first pass one may consider this to be an ideal situation; happy workers with good conditions. One must be cognisant of the ramifications of a change of management or management approach which may leave employees vulnerable and take note of Cooper's (2008) observation that 'de-unionization may come in a velvet glove'. This is an accurate depiction of the current industrial scene in which employers appear keen to offer individual contracts to Gen Y staff, some of whom are keen to represent themselves industrially, and negotiate work conditions and salary levels independently of union representation.

It is useful to categorise employers as taking a 'hard' or 'soft' line to establish union counter-actions. In the former the employer uses direct confrontation to exclude unions from the workplace as seen in the use of individual contracts (for example at

CRA), essentially a form of union 'busting' (Hurd, 2001). The latter 'soft' methods are less direct such as teamwork structures that enforce greater compliance and productivity from workers (Hurd, 2001). Teamwork structures are often successful management control methods because the individual feels compelled to contribute to group targets to avoid souring their team work environment. Another soft method is union substitution whereby the human resources department gives employees limited voice in their work management (Hurd, 2001). Soft methods reduce incentives for employees to form unions as witnessed at Hamersley Iron (Ewer, 1996). Soft approaches also often confuse stout unionists, who feel that the offered incentives and structures must surely be a good thing as presented by management. Hand in hand with increased incentives and reward is an increased degree of enforced accountability that is pushed down the line to the workers themselves (Wilson & Ewer, 1996). The university sector has extreme levels of bureaucratic accountability (Meyers, 2012) in part because of the need to comply with government requirements (whether genuinely needed or not) (Meyers, 2012) and in part because of severe inadequacies in administration systems at many Australian universities (Comodromos, 2015; Meyers, 2012). Examples of inadequate administration work systems are found in Australia and the United Kingdom (Lock & Lorenz, 2007; Teichler & Hohle, 2013), including the introduction of various IT tools ostensibly to reduce academic administration and enhance teaching but in reality creating layers of administration and increased workloads. New IT systems are touted as a boon to university staff for their time saving features and for academics a freeing up their time to work on research however, this is often not been the case, with IT creating its own problems, such as keeping abreast of updates and managing ever increasing accountabilities.

Each of these examples of workload intensification reinforce the importance of creating a strong and positive positioning strategy for unions as an product category and also to build strong brands for individual unions such as the NTEU, so that identifying with the brand strengthens the membership numbers of academic and general staff resulting in effective action to address employers' strategies to increase workloads and degrade working conditions.

2.3   Unions and Institutional Sclerosis

Besides structural explanations for union decline, an alternative explanation is provided, in the New Zealand case, by Charlwood and Haynes (2008), who place little emphasis on structural change on declining union density but instead suggest internal union weakness and unions' inability to change or as described by Pocock (1998) they suffer from "institutional sclerosis" leading to the introduction of unfavourable legislation (Ellem & Franks, 2008).

Researchers from the institutional sclerosis perspective have also examined internal union factors contributing to favourable or unfavourable conditions for union growth which include perceived images of union officials, membership subscription rates and other local factors including each union's choice to adopt an 'organising' approach or a 'service' approach. These divergent strategies taken by unions have generated a wealth of debate.

An impediment to attracting new members is public perception of the union official, as the male 'Boss', with a large cigar in his mouth (Clawson, 2003) heading up a "declining organization with a 'dinosaur' reputation and a failed political orientation" (Lichtenstein, 2002). These images are the least appealing to a workforce that is increasingly female, white collar, young and casualised (many of whom are Generation Y – born roughly in the early 1980s - 2000). They are unlikely to follow the banner of a leadership described by Moody (2007) as "pale, male and stale", or as expressed more bluntly by a union organiser offering their interpretation of younger members' opinion: 'old white fat men' (Bailey et al., 2010). The underrepresentation of women in key union positions and the perpetuation of a 'masculinist culture' (Cooper, 2006) reflects poorly on the brand image of unions especially so when one considers that some of the most highly unionized industries are also the most highly feminized (for example, nursing and education).

The union movement is challenged by its unwillingness to adopt more contemporary organisational structures, mobilise resources, re-position the image and nature of union officials and their handling of new legislations designed to curb industrial action (Clawson, 2003) and generally curtail industrial strategies and the ability of unions to organise (Carter & Cooper, 2002).

Actions of modernizing the public face of unions requires a certain level of cohesion within each union and between unions. According to Milkman (2006) such

cohesion and co-operation is in short supply and the union movement is beset with the additional problems of inept leadership and an inability to remain current and responsive to its constituency.

In the United Kingdom and the United States there is fragmentary union representation and right of association and negotiation takes place on a company by company basis (Bruhn et al., 2009). This bargaining structure is somewhat similar to that of the NTEU in Australia, in that by the very nature of universities each with their unique issues, union branches are created based upon individual institutions and negotiation with the employer (that is, each university management) is carried out under the purview of the State and National Divisions but essentially run independently at each institution except during periods of Enterprise Bargaining where in more recent times a National agenda on a hand full of issues is run out.

Additionally unions can be readily understood in terms of the 'union life cycle' in which a union's inception is full of dynamism and idealism, followed by the maturation stage in which there is a "disciplined and business-like" period of growth and in the third and final stage union membership declines as entrenched self-seeking labour leaders do little to enhance the working conditions of their members. The cycle begins anew when members, disenchanted with the leadership take action to elect a new round of evangelistic leaders (Kamerschen, KeLorme Jr., Mangel, & Morgan Jr., 2000).

Milkman (2006) describes the maturation process more fully; union leaders are initially dynamic and flexible. However, as political power becomes increasingly held by smaller number of people at the pinnacle they become increasingly unable to respond to current issues. These internal organisational dynamics, as many commentators have noted, can make unions less effective over time (Hurd, 2001). In Lester's (1958) influential account, for example, unions gradually "mature," losing their initial dynamism and becoming increasingly bureaucratic and rigid and according to Michels' (1915) classic theoretical formulation, unions inexorably succumb to the "iron law of oligarchy," so that political power is increasingly concentrated at the top and labour leaders become more conservative and less responsive to their membership. It has, however, been suggested that this entrenched bureaucratic approach can be addressed by leaders embracing the organising model and abandoning the servicing model (Cooper, 2001; Milkman, 2006). Alternately unions can choose to view themselves as a business and exercise business principles as their modus operandi (Moody, 2007) in which case they

should also embrace sound marketing theory and use inter-organisational communications to maintain relevancy and cohesion within their ranks.

2.3.1 Reform

Although structural change continues to exert a strong downward influence on union density, some unions have started to find means of slowing and sometimes reversing their decline. Nevertheless, they must still overcome several ingrained issues. The first of which is unions' unwillingness to mobilise members, which is due in part because of its unwillingness to commit resources (Clawson, 2003; Milkman & Voss, 2004) and also the short sighted behaviour of 'raiding' (United States), which is also sometimes see as an organising victory even though overall union numbers do not change. Such behaviour of 'poaching' members, in the Australian context, appears to be changing in the case of several unions, where a more rational approach is adopted. For example, the situation of nursing educators is currently under discussion between the Australian Nursing and Midwifery Federation (ANMF) and the National Tertiary Education Union (NTEU). Under the former, nurses as members of the ANMF, working in tertiary education can take out insurance, but not receive industrial representation while under the latter for that same group. industrial coverage is fitting but insurance is not able to be offered (Gale, 2011). Through a process of talks and negotiations, the two unions are both resolved to reach a satisfactory outcome that will benefit the members regardless of which union they finally come to belong with. The NTEU note on their web page that coverage is quite a complicated matter and that it has in place an agreement with the Liquor, Hospitality and Miscellaneous Workers Union (LHMU) not to recruit "cleaning, security, trades and other 'services' staff at most universities" (National Tertiary Education Union, 2016), a clear indication that a respectful relationship regarding union coverage has been reached.

2.4 Organising and Servicing Model Overview

In this section the choice between the union organising model and the more traditional union services model (Carter & Cooper, 2002), which is best described as directly intervening on behalf of the employee at the work place, will be examined. The second type of services model comes into action, if workplace intervention fails to resolve the issues and the matter is taken to an outside arbitration or ruling body (Jerrard

& Le Queux, 2013). In this instance, the union official acts, external to the workplace, on behalf of the employee. An additional version of a services model is that of offering member benefits such as cheap pricing on insurance and telephones.

Strong similarities between the problems facing Australian unions and United States unions led to Australian unions turning for inspiration to the United States model of organising (G. Griffin & Moors, 2002). However, Drechsler (2002, p. 147) argued that the United States situation and the US forms of organising would not be workable in scenarios outside the United State, in countries such as New Zealand or Australia, because in the US context unions were "exploiting elements of the North American certification process to build collectivity". Nevertheless, the influence of the United States resulted in the establishment of Organizing Works (OW) by the ACTU. OW's main job was to get the membership active and thus to encourage and generate new members (G. Griffin & Moors, 2002). The union movements in both the United States and Australia are nevertheless influenced by the attitude and strength of employers and as expressed particularly through their collective organizations or peak bodies.

The ACTU ran the 'It's time to deliver' campaign in 2008 (Bulbeck, 2008) heavily using the internet and other forms of ICT (Cockfield, 2002) to reinvigorate the membership and overcome problems in communication of time and distance (for example providing potential members with the convenience of an online membership form). The use of the internet also provides a further consumer convenience with the overlap between recruiting and servicing members with union services provided as easily as the click of a mouse.

Unions typically are unwilling to rethink the "very concept of what a union is and does" according to Clawson (2003) and supported by Peetz (1998). This view is hotly debated in the Australian context with more unions modernising in terms of their public face, internal structure and strategic mission.

2.4.1   Union Strategy: Servicing, Organising & Democratic Organising Model

Members expect to pay dues and receive services in kind without further participation in the traditional servicing model. In contrast members expect to be active in union matters and act as agents in recruiting others and representing the brand values as espoused by National Division union officials when operating under the organising model. The organising model, first developed in the late 1990s, continues to be used by the ACTU and leading unions, as evidenced by the broad marketing

campaign entitled 'Organising Works' – a program set up by the ACTU to deliver well-trained organising officials well versed in industrial relations issues (Australian Council of Trade Unions, 2016b)[2].

An underlying factor in adopting either of these two options, servicing or organising, is the depth of members' industrial relations knowledge as it applies to their workplace. Each Higher Education workplace is covered by a local union branch and operates within a web of rules arising from local enterprise agreements, and state and federal legislations, (as an example, the enterprise agreement training pack (National Tertiary Education Union, 2013b) takes up almost 200 pages of précis instructions and complex explanations of diverse issues). Each university must apply the web of rules allowing for the variation between institutions. Branch union officials have their time consumed with casework (The Australian Workers' Union, 2017), which needs individual care by the industrial officer; disputes are difficult in that groups as well as individuals may be party to the dispute. Union representatives (including the industrial officer) need to be well versed in the 'web of rules' to represent and protect members. In large workplaces like universities the lay involvement (such as the Branch members and delegates), has some visibility and has local employees and delegates helping but their assistance is limited by their understanding of the legislation and the enterprise agreement. However, help in this form is not enough because as membership numbers decline so does the pool of knowledgeable members that can assist especially because application of laws and rules is complex and very context dependent. Union power is weakened because of a diminishing pool of members as a result of unemployment and a reluctance to join (Ellem, 2013). An outcome of a weakened union base is a diminishing capacity to represent members and protect employees, further reducing non-members willingness to join. Therefore, it is vitally important to involve employees in identifying issues they want solved and getting them to join in the process, and part of this process is ensuring delegates have sufficient technical knowledge and the union can provide

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[2] Organising Works assists unions to develop trained and competent organisers, capable of delivering effective and sustained campaigns. OW aims to provide new organisers with skills and knowledge in:
　Organising and recruitment;
　The workplace relations system and laws;
　Bargaining and dispute resolution;
　Consultation and communication with workers and employers;
　Identifying and resolving issues of concern to workers;
　Implementing and monitoring WHS laws, policies and procedures;
　Current economic and policy issues relevant to the workplace.

industrial relations expertise through Industrial Organisers.

Contemporary union movements have endorsed a move away from the servicing model in which members' expectation is that the union will step in and resolve workplace issues on their behalf (Cooper, 2001). Researchers (Bowden, 2009; Cooper & Patmore, 2010) in the debate about the efficacy of the servicing model argue that unions would be wise to move away from it and activate the membership to resolve issues at the workplace themselves, while supported by union expertise and know how thereby allowing freed up union resources to be dedicated to further recruitment. Although much has been done to adopt the organising model as sanctioned by union officials, at the grass roots level it is reported that there is resistance (Cooper, 2001; Voss & Sherman, 2000). Opposition comes in various forms but in the main is spearheaded by a membership that has become accustomed to having their workplace issues being resolved for them and would express resentment at the prospect of their membership dues going to recruitment or other projects than to representing them to management (Voss & Sherman, 2000). It is easy to see that organising may be ineffective, if workers are generally disinterested, too reticent to participate (Bowden, 2009) or insufficiently knowledgeable about the 'web of rules' and hence the need for marketing to stimulate members and potential members hedonistic and utilitarian motivations.

With the introduction of a move from the servicing model members could consider that there had been a reduction of value for money, that the organiser was cowardly and that they would not intercede with management on behalf of paying members (Voss & Sherman, 2000). Unions are also seen as still relying on paid staff to run campaigns giving the impression that the service model is still in play. In spite of the resistance experienced in some quarters, there has been recognition of the need to revitalise the union movement and focus on membership drives through organising, for example, Peetz's (2006; Peetz et al., 2002) work on the importance of delegates to sustain union presence in workplaces.

Organising in Australia is believed to have contributed to a modest but brief rise in membership (Australian Workers' Union, 2011) and this view is consistent with the opinion of the President of the ACTU who advocates organising as an organisational management strategy (Kearney, 2010a). They emphasise that there is still a long way to go to achieve healthy growth. Therefore it is important to examine some of the elements of organising and the relationships between them. Union organising brings in members that are 'empowered to solve problems themselves, as opposed to having the union solve

it for them and thereby appear as an external entity rather than as simply collective expression of the membership' (Peetz et al., 2002). Milkman (2006) suggests that to be truly effective organising must be activated from both the top down and the bottom up in tandem. The degree of member activism is strongly influenced by the level of managerial support or hostility, with hostility associated with higher levels of current and long-term effort. The reasons are clear; bad managers create issues that led to union activism such as the situation at Rio Tinto's (global mining company) Bell Bay aluminium smelter in Tasmania, one of the most union hostile organisations where managers are now being approached by union leaders worldwide regarding their treatment of their workers and where workers have undermined management's blanket decision to exclude the union (Australian Workers' Union, 2011).

Another problem with the organising approach is that historically labour movements have been weak in engendering internal democratic systems and open debate and supporting the rank and file to become more active and powerful (Clawson, 2003). Organising is a comprehensive approach and includes many activities such as strategic targeting, effective staffing and resourcing of union branches and activating local branches and members. It is suggested (Crosby, 2005), that the organising model aligns more with members and potential members, who believe social justice and class issues are important.

Marketing techniques can be used effectively to achieve this end such as personal selling, which puts emphasis on personal contact between the union (via a union delegate) and members or potential members. The full suite of marketing promotion tools such as advertising, public relations, and sales promotion (using a variety of media vehicles) are important regardless of which model (servicing or organising) has been adopted, because as noted by Barnard and Ehrenberg (1990) familiarity leads to greater liking of the brand. While structural influences are of major importance (G. Griffin & Moors, 2002) it cannot be overlooked that marketing has the potential to be a powerful factor in influencing human attitudes and behaviour, for example the forwarding of social justice issues, as previously mentioned. Personal selling (a form of marketing promotion) lends itself, in part, to the organising model that relies on interpersonal communications between members and members and their union.

Heartland[3] organising is seen as a way to fund further organising (Cole, Briggs, & Buchanan, 2002) and reverse the decline in membership numbers (Peetz et al., 2002; Voss & Sherman, 2000) with future aspirations to move into less union minded midlands. However, a simple increase in the number of union members as the main goal is short sighted whereas empowering workers will lead to greater commitment and ownership by those members (Clawson, 2003). Worker based organizing drives (Moody, 2007) are encouraged in the era of worker involvement and can form a strong base to draw upon in difficult times such as the organising at BHP Iron Ore (BHPIO), where worker resistance stopped the adoption of individual contracts (Ellem, 2002). At this grass roots level one advantage of this method is that: "If the Organizing Committee includes the department's most respected worker, the supervisor has little credibility or influence" (Clawson, 2003), and although not necessarily a planned tactic, one that would be hard to counter.

Other successful union tactics in the United States include various forms of "rank and file intensive tactics such as person to person contact, active representative committees, member volunteer organizers, solidarity days, and [in the United States] building for the first contract before the election" (Bronfenbrenner & Hickey, 2004). Less successful in more recent times are traditional organising approaches (Hurd, 2001) and using isolated tactics but when all these items which on their own were not successful are used in tandem, they increase the probability of the union winning the election [in the United States] by "as much as 9% for each additional tactic used" (Bronfenbrenner & Hickey, 2004).

However, using a democratic approach to running a union is not necessarily in the overall best interests of the union itself (and therefore its members), because sometimes current members oppose a change from a service union (with paid staff) to an organising model with volunteer staff representatives. The current membership may also oppose organising because they may not wish to permit the entry of new members (Sharpe, 2006). To achieve internal democracy, it is important to manage the interface between union leaders and membership. This can be achieved in part through union training and an awareness by the leadership that their communication to the members must be understood (and so perhaps not couching the communication in heavy industrial language) and have a likelihood of success (Sharpe, 2006). The trainees for the ACTU's

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[3] After extensive debate Martin et al. (Martin et al., 2012) define union heartlands as the combined factors of high union density and strong political power.

Organising Works campaign (Hall & Harley, 1996) initiated in 1994 were, in the main tertiary educated, young and female (Gahan, 1996) and therefore more likely to represent those they wished to recruit. The effect of recruiting at the grass roots level (Hall & Harley, 1996) is the higher likelihood of them remaining members and their participation acting as a powerful modifier of the union internal profile.

A perceived issue is that these staff may be so inculcated into union language and mindset that they may not have the capacity to bridge the gap between union organisation and member or potential member and hence not be able to democratically represent that membership. Conversely Hall et al. (1998) argue that based on their findings the increase in the number of appointed officials did not negatively impact at all on the democratic decision making processes within unions and did not limit the voice of the rank and file in being heard.

Many of these issues and the attempts at solutions are not unique to Australia (Abrahamsson, 1993; H. C. Katz, 1993; Kitschelt, 1994; G. Strauss, 1991). The year 1995 saw a renewed focus on organizing in the United States with the result of a net gain in membership of 265,000 by 1999. Unfortunately this growth was not sustained and only a handful of the unions involved in the organizing retained these gains whereas the majority of unions were still experiencing membership losses (Bronfenbrenner & Hickey, 2004). Against this background of dropping membership numbers the United States union the SEIU, saw spectacular membership growth but not because of new organizing but rather due to "accretion; that is, to increased employment in already unionized units – particularly in health care – rather than to new organizing" (Milkman, 2006). Shoring up union numbers in one union by poaching members from another was a short-sighted and ultimately unsuccessful method of improving what had become a parlous situation for unions.

2.4.2   Union Officials and Public Perceptions

Balmer (1998) discusses how a corporation's public perception is formed in part by its staff composition and how this corporate identity should be managed to achieve a positive response by the general public. This idea of staff as an important contributor to brand image has long been endorsed in marketing circles (de Chernatony, 1999) and is particularly crucial for services (such as trade unions) with their intangible and heterogeneous nature (de Chernatony & Segal-Horn, 2001; Lovelock et al., 2015) and are often considered to be an organisations more valuable resource (Smith, 2010).

It is also unclear whether the old traditional union culture (toughness shown by swearing, sexual innuendo and long work days without family considerations) is still a popular image for unions or if it has been replaced in the public's mind with more contemporary images, representative of the current scene with women holding key official positions and stronger leanings toward white collar means of resolving conflict.

There is debate that the public perception is that unions are 'non action entities' (Milkman & Voss, 2004) that do not embrace contemporary social issues. While it will be shown through analysis of NTEU communication literature that this is not the case (the NTEU regularly publishes online international current affairs), it is public perception that the NTEU is socially unaware and inactive and not necessarily the realities of what is or is not that is important to understand and shape public perceptions.

Public perceptions can be influenced by marketing communications. Application of marketing principles can affect changes within the Union movement to consumer groups. This research reviews how the National Tertiary Education Union (NTEU) has set about changing its public persona of unionism in the 21st Century.

Clawson (2003) voices concern that historically labour movements have been weak in engendering internal democratic systems and open debate and supporting the rank and file to become more active and powerful. Unions are seen as still relying on paid staff to run campaigns. A perceived issue is that these staff may be so inculcated into Union language and mindset that they may not have the capacity to bridge the gap between the union organisation and members or potential members, that is, unable to create relational bonds. White collar unions are noted by Bramble (1995) as being the exception in that a higher degree qualified organiser group would more closely resemble the membership. This view is countered by Peetz et al. (2007) who note in their study on union organisers that the majority of organisers are drawn from the industry they then organised in. More recent voices in the debate argue that unions would be wise to move away from the servicing model and activate the membership itself to resolve issues at the workplace, while supported by union expertise and know how. This would free up union resources which could then be dedicated to further recruitment.

2.5   The Free-Rider Effect

During negotiations in 2001 between Electrolux Home Products Pty. Ltd. and the Australian Workers' Union (AWU) a claim for an agent's fee was made by the AWU, such that non union members were asked to pay $500 to the union in recognition of the union's efforts in also representing them in negotiating agreements. The High Court of Australia decision was that only matters that related to the relationship between the employer and the employee could be covered by a workplace agreement, effectively prohibiting the collecting of fees from non-union members for any enterprise bargaining benefit they received by default from a union (*Electrolux Home Products Pty Ltd v. Australian Workers' Union*, 2004). Certain provisions in the Fair Work Act 2009 also supported this ruling as well as policy decisions made by the NTEU, which meant that coverage for university workers under Enterprise Agreements cover both members and non-members. As a result only a small percentage contribute financially, and it is a growing phenomenon.

Trade unions are unique in that they operate somewhere between a corporate entity and are perceived by some as almost a charitable foundation. On the one hand there is an expectation to receive membership fees for services, whilst on the other hand, unions freely offer their expertise through Enterprise Bargaining, lobbying governments, representation to various university managements and provision of online information sheets for the benefit of all staff. This unique circumstance in which a private enterprise takes free customers is highly unusual.

When the organisation looks and acts like a charity it establishes a position in peoples' minds that non-paying 'customers' are entitled to receive service without payment, and when one considers that a sense of entitlement is one of Gen Y's well known characteristics (Twenge & Campbell, 2009) there is little wonder that they have fully embraced the notion here. But, this is not the only influence upon Gen Y non-members to remain so. There are sufficient other providers that offer their service on a voluntary donation basis that sets a precedent for Gen Y and normalised this form of non-financial exchange, where one can use a service and decide at any later point to contribute or not. Such services include popular community radio stations such as Triple R and Light FM, and Internet services such as Google, Firefox and Wikipedia and reference and book repositories such as *The Stanford Encyclopedia of Philosophy (Zalta, 2016)* and Project Gutenberg (Hart, 2016) that provide their services freely and then ask

the public to donate or subscribe.

This characteristic of a service once it is offered, being available to all is technically called 'jointness of supply' or 'non-rivalness of consumption' (Hardin, 2013) and has been discussed in the sociological literature on free riders. One application of jointness of supply is when the technological nature of the service makes it impossible to block people's access to it, such as broadcast media in which the station is forced, by the very nature of the industry, to offer the service first and ask for money after delivery. There are problems with such a situation because, once it is understood that the service is available without subscription, it is difficult to develop a financial bond, thereby forcing the marketing strategy to move to social or structural bonding instead. Referring to the first example, radio station Triple R, has 400,000 listeners but only 14,000 subscribers, making their listening public that donate to the station only 3%. The demographics of that listening audience are as follows; 48% are 25-39 years of age and 28% are 15-24 years of age – that is 76% with the age span a close fit for the Gen Y age bracket. They are described as "One in two are working in a white-collar professional or managerial role with higher levels of discretionary income" (Triple R., 2016). Half the audience in their demographic would not find it difficult then, to pay at least one of the standard prices; full payment of $75, Passionate subscriber of $125 and concession of $40 (there are additional categories). From this example one may begin to think that the 'use first and pay later' system is not a viable option for an organisation, such as a union, that needs members for both financial viability but just as critically, to show strength in numbers when lobbying governments or university managements.

The NTEU and other unions find themselves caught in a situation where it is advantageous to provide some services to all employees (usually in a geographically determined basis for the NTEU) because this provides the union with more industrial clout, thus benefiting the financially solvent members. Financially contributing members, who are seen by all vested interests as supportive and loyal participants in the NTEU executive decision making process, receive nothing more in bargaining than non-members. Upon further reflection they are actually disadvantaged because of their membership and participation in industrial action; pay is docked or unprovable adverse consequences such as veiled threats, unsuccessful promotion applications or blockages to other work enhancements because of their union membership or union activity.

Members also have to wrestle with their consciences about perceived adverse circumstances to the university, to students and to colleagues. However, through their

loyalty to the union, they bring money (membership fees) and a vote each, inside their organisation. That one vote is seen as demonstrable union support to a politician or to university managements, but the free rider to a certain extent, has no real bargaining currency for the union. So all in all free riders present four negatives; they consume without contributing, they create upset with paying members because it is unfair, they edge unions closer to the tipping point where unions will no longer be able to remain afloat (and future projections show that the decline in membership is likely to continue all else being equal) because those fewer paying members' contributions will no longer be enough to cover operational and other costs. Last, they do not add to the countable numbers or bargaining chips at the bargaining table.

A method of reducing the free-rider effect is by limiting free-riders access to free services where possible. An example of where this could almost immediately be applied is in the provision of free information that is currently available to non-members on line and unmonitored. It is alarming to note the abundant amount of information and resources that are freely provided on the NTEU website and the ACTU site. The NTEU site provides information on 35 topics and provides the general public (including non-union employees of the university sector) with the Enterprise Bargaining Agreements from all Australian universities. The Bargaining Agreement documents are publically available but the NTEU and ACTU do not therefore have to make access an easy gift for non-members.

The ACTU site has an extensive fact sheet with eight major topics and forty sub-topics, followed by a list of helpful definitions of terms and an extensive blog site covering a plethora of issues experienced by members and the outcomes. Cordoning off online resources to free riders altogether or posting them on the site as paid items (payment only required for non-members) would be more in keeping with standard online business practice and create several effects. It would reassure members that free riders were as limited in their access to free services as possible and thereby restore some sense of fairness and equity (one of unions' catch cries). Importantly it would signal to free-riders that they have to pay for everything not stipulated as free by legislation. It would also indicate that the information provided by the NTEU and ACTU was expert technical knowledge made increasingly valuable by it having a dollar cost as well as being closed to non-members. This would damage neither organisation, but would enhance their brand image by appealing to Gen Y's perception that this particular knowledge was something of value and scarce, as is stated in the CRUSH framework under the category of 'unique'(Joeri Van den Bergh & Behrer, 2011).

2.6   Chapter Summary

A review of the legislative, political, structural and economic issues opened the chapter and the effects of each on union power and density were described. Unions' inability to adapt their organisational structure and their slowness to reform their structures was discussed especially as to how it affects unions' ability to represent their members. A detailed analysis and comparison of the organising and servicing methods was then provided.

Member training was also outlined as a major factor affecting the degree of activity of other union members. It is important because it enhances self-perceived skills and confidence and these in turn develop further skills and confidence (Peetz et al., 2002). This upward helix of confidence and skills combined enhanced activism in the broader union membership. Additionally, the recruitment of delegates in which they were hand selected by Organisers already holding official roles has also led to a higher level of activism.

Workplace characteristics are also important with activism lower in decentralised branches than in centralised sites (despite the branches' high density levels). Adding to this is the influence of managerial support or hostility. Hostile management was associated with higher levels of effort to install new organisers however bad managers create issues that led ultimately to union activism, whereas managerial supportiveness appears to make little difference in either direction. A greater degree of activism amongst the membership indicates a higher likelihood that those members will remain in the long term.

The chapter concludes with a discussion on the public's perception of union officials and whether they were truly representative of the union itself and its members, followed by a brief discussion of the free-rider effect.

Chapter 3: NTEU Membership Analysis

Chapter three describes the membership decline in the NTEU, with figures from the tertiary education sector and from the NTEU. Union figures on a global level are offered and discussed.

Given the unique characteristics of Gen Y, and the structural and internal issues besetting unions it is clear why membership in all but a few unions is still trending downward globally, exacerbated by the retirement of the union faithful in the Baby Boomer generation and the entrance into the workforce of Gen Y. Gen Y are the first generation to grow up with the internet and mobile phones and while there may be some debate about their skill with technology, there is no debate about their dependency upon it. It is through such interconnectivity that a successful branding idea can disseminate virally sometimes with the added benefit of co-creation of value (Joeri Van den Bergh & Behrer, 2011). Attitudes to internet usage and behaviours as well as certain social media dependencies are held in common by Gen Y at an unprecedented scale (Kacprzak & Dziewanowska, 2015).

Chaney, Touzani and Slimane (2017) in their recent discussion regarding marketing to the generations, suggest that Gen Y are heavily influenced by technology, particularly their use of new technologies, the Internet and social media. They sum up Gen Y characteristics by commenting that; "They are connected 24/7 on multiple devices. This feature also helped to forge their vision of the world, a vision where they feel comfortable about questioning established authority, and where traditional hierarchical structures are no longer the prevailing operational model. They are liable to share and spread their opinions about brands and companies and expect to have personal, equal-to-equal exchanges with them."

Gen Y is a globally connected generation with shared internet behaviour attributes. Marketers can harness shared attitudes and behaviours by understanding what is current in Australia for Gen Y is also current and pertinent in the United States and in other developed nations, for Gen Y in those nations. Accordingly, findings from this research may be applicable to the United States, New Zealand and the United Kingdom because they face similar negative influences to membership. The literature debates the appropriateness of service or organising models and reviews some industrial campaigns and their effectiveness on garnering members. The loss of members is of prime concern to union officials of those affected unions internationally. In Australia the unprecedented

rate of membership decline was ranked as the most pressing issue faced by unions and was the central topic by the Australian Council of Trade Union President in a public address (Kearney, 2010a). The NTEU density figures in the following section indicate the scale of the problem.

3.1   Member Density and Generation Y

The following graphs show the figures compiled from the NTEU and the former Department of Education, Employment and Workplace Relations[4] (currently the Department of Education and the Department of Employment). The figures are in a series of three; academic numbers, general staff numbers and the totals are shown in the third figure of this set. There is no noticeable difference between academic or general staff numbers and rate of decline and the separate graphs are shown in order to demonstrate this fact.
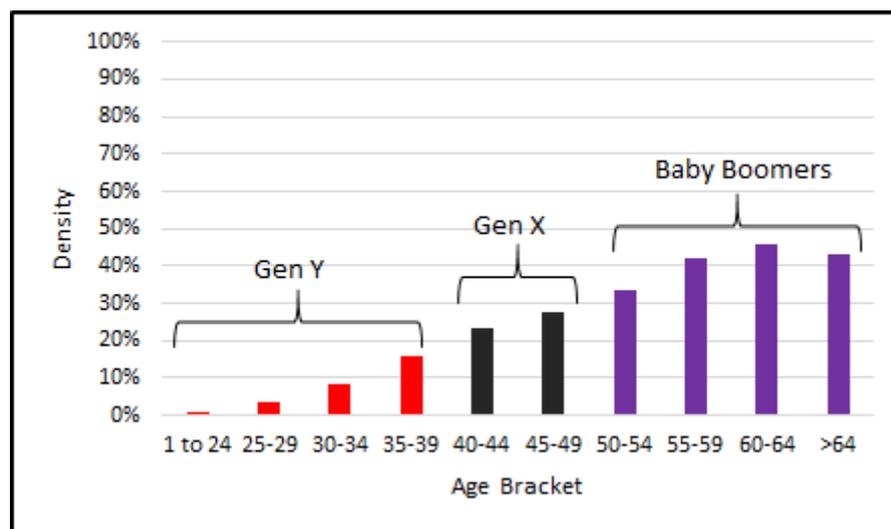
Figure 3.1 FT/FFT Density by Age (NTEU/DEEWR) - National figures for Academics. (National Tertiary Education Union, 2014)

Figure 3.1, 3.2 and 3.3 show a lower union density amongst Generation Y, than Gen X and the Baby Boomers. Figure 3.1 shows that Gen Y (shown in red) membership density is considerably lower than that of other age brackets (Figure 3.1). The number of

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[4] [4] Former Australian Government Department of Education, Employment and Workplace Relations. On 18 September 2013 the Department of Education and the Department of Employment were created out of the former Department of Education, Employment and Workplace Relations. These websites can be found by visiting the Department of Education and Training and the Department of Employment.

Gen Y members rises as they reach the 35-39 bracket but it does not at any point reach parity with membership of older age brackets. The Baby Boomers (indicated in purple) are the strongest group but show a decline at the older than 64 designation. The decline as represented in the final column represents members retiring from the workforce.
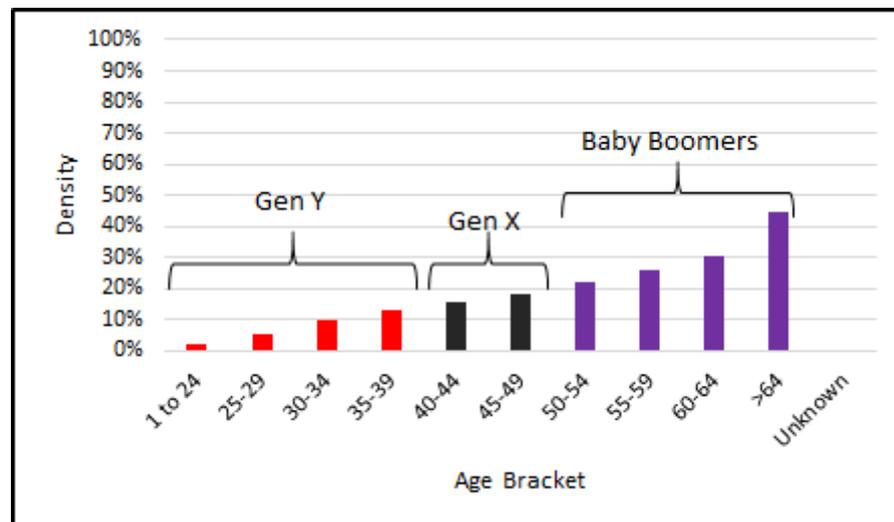
Figure 3.2 FT/FFT Density by Age (NTEU/DEEWR) - National figures for General Staff.   (National Tertiary Education Union, 2014)

The figures for general staff show a gradual increase in membership but again the numbers nowhere match those of older general staff workers.

As can be seen in a comparison between the two graphs (3.1 and 3.2) there is little difference in density rates between the two groups especially in the Gen Y ranges that make up 1-39 years. The last Gen Y bracket has slightly more members for general staff but this is the pivotal point from which academics then comprise the greater part of the membership until they reach the <64 category whereupon general staff once more have greater numbers. The concern from the union's point of view is that the stronghold of membership is contained at the older end of the graph and that the older end is pre-retirement age (influenced as it is by superannuation preservation age and the point at which one can access the age pension). An important inference is that to improve membership numbers the NTEU should consider strengthening relational bonds (structural, financial and social) with university workers using fitting marketing communications messages and media vehicles, pricing and service products. Relational bonds are also developed and strengthened by using specific service marketing techniques such as managing customer expectations, realising customer lifetime value, the facilitation of co-creation of value through self-selection of the service product,

placing emphasis on personnel and developing customer citizenship behaviours. Each of these areas are more fully developed in the following chapters.
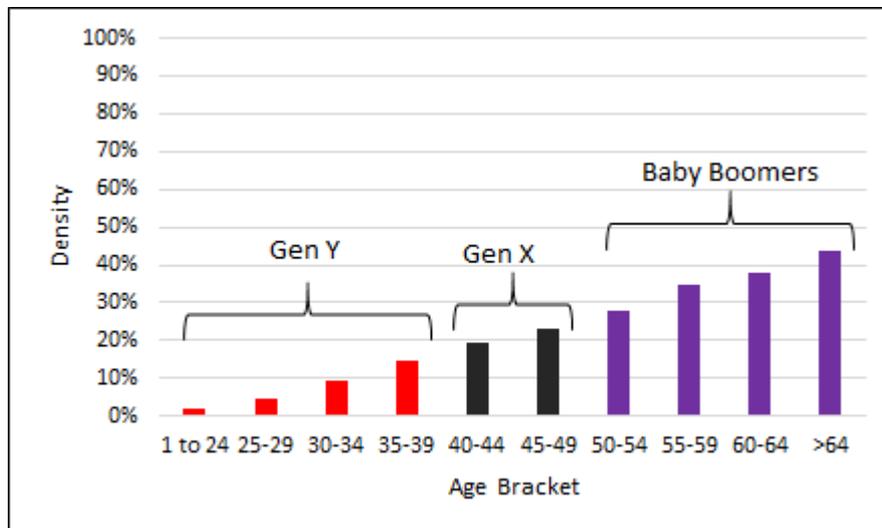
Figure 3.3 FT/FFT Density by Age (NTEU/DEEWR) - National figures for all tertiary education workers. (National Tertiary Education Union, 2014)

It is difficult to determine if the same set of life and work factors are contributing to generally similar density figures for academic staff and general staff. It can be speculated that the natural maturation process may go some way to explain the increase in the number of members with the increase in age. This cohort matures at later life points than previous generations and as they do they gain a deeper understanding of workplace issues and the role of unions. In other words the typical life realisations (for example; awareness that one's parents are real people, gaining a car driver's license, securing the first full-time job) and taking on adult responsibilities happen for this group at later points in their lives. Another factor to explain these figures is that employees may need to have a more prolonged exposure to workplace issues before their interest in union services is stimulated. A longitudinal research project would reveal if this were the case and could shed valuable light on this area of interest.

One aspect of Gen Y's low participation rates is that they tend to delay adulthood, for example, Gen Y often take 'gap-years', extend post-secondary studies and travel overseas funded by part-time or seasonal work, thereby postponing their entry into the full-time workforce.

3.2   Tertiary Education Sector Membership

Inspection of Figures 3.4 and 3.5 reveal startlingly low levels of union membership across the sector but even more so in the Gen Y cohort. These figures show the gap between membership and the total number of people working in the sector; with figure 3.4 representing the academic workforce and figure 3.5 representing the general staff.
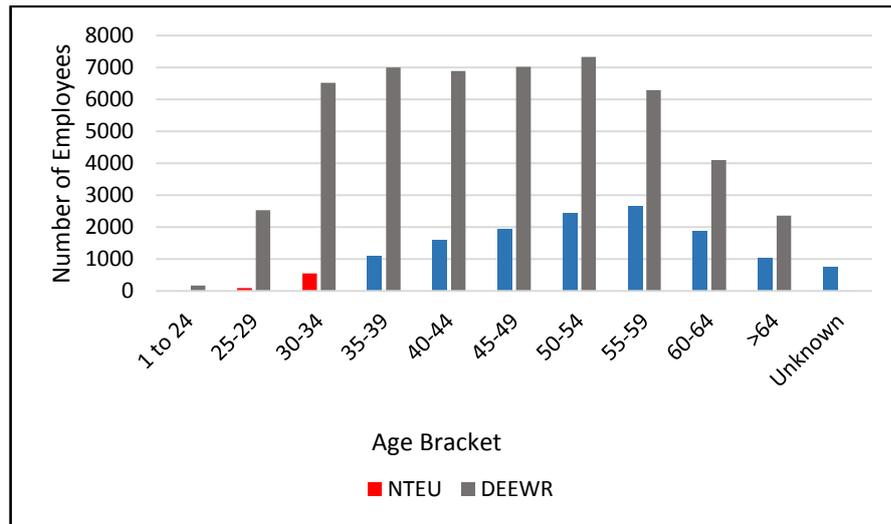
Figure 3.4 NTEU Members and Higher Education Workforce FT/FFT by Age - National level (Academic). (National Tertiary Education Union, 2014)
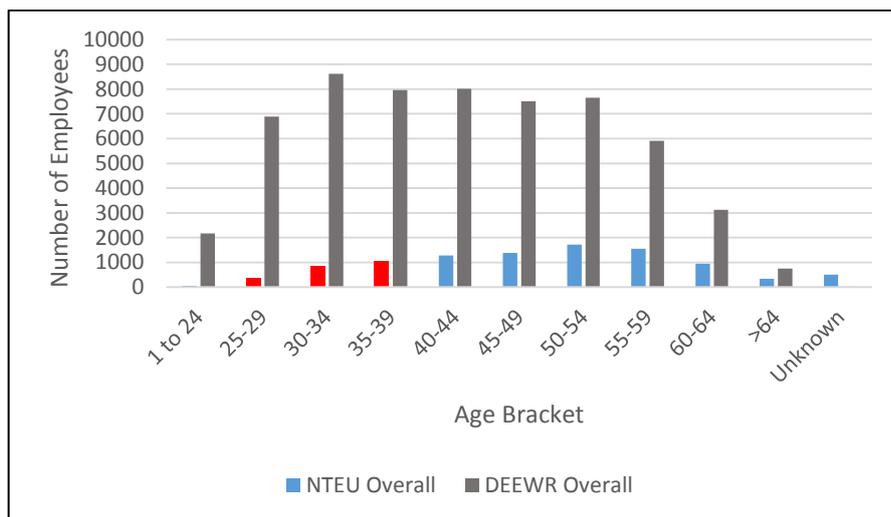
Figure 3.5 NTEU Members and Higher Education Workforce FT/FFT by Age - National level (General staff). (National Tertiary Education Union, 2014)

Figure 3.6 following, is even starker showing the combined academic and general staff effect. The 30-34 and 35-39 brackets of the Gen Y cohort are particularly grim

especially in comparison with the potential for membership that exists within those groups. The tertiary education sector is an ageing workforce and there have been calls upon the Federal Government and the universities themselves to renew the sector and make it more appealing to a younger workforce with the NTEU one of those voices as described by the National President:

> But when you have the Sydney of University crying poor as a reason why they won't come round to having a decent enterprise agreement you've just got to sort of see right through it and say, well if the University of Sydney or the University of Melbourne can't employ people properly, can't get the next generation of academics started on a career, well we just don't accept that.

If renewal were to be successful though it may hasten the retirement of older workers (it is expected universities would offer incentives to retire early or work fractional full-time to make way for younger staff). The very approach suggested by the NTEU may lead to even further declines in membership unless marketing strategies are implemented to make this cohort positively aware of its benefactor, and connected by fitting communications and a suitable product to create financial, social and structural bonds.
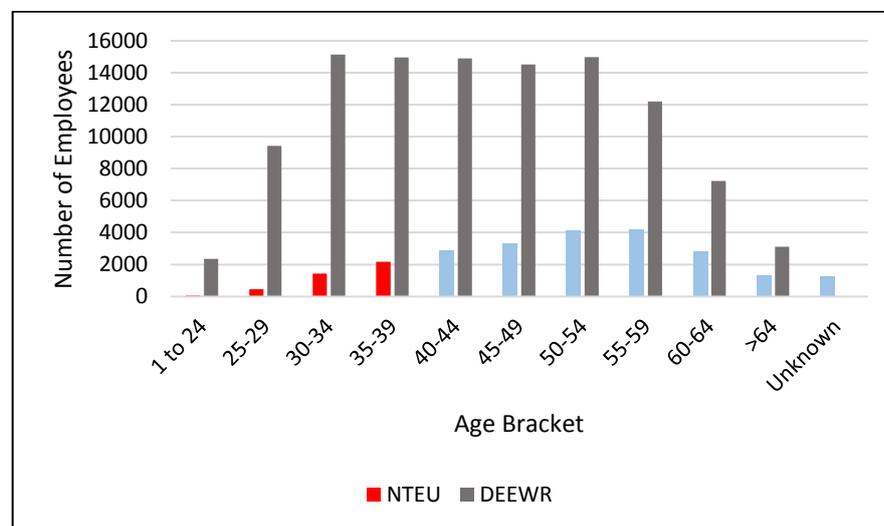
Figure 3.6 FT/FFT Density by Age (NTEU/DEEWR) - National (Academic & General staff). (National Tertiary Education Union, 2014)

It is for the reasons stated above that it is important to investigate the reasons people have or have not joined in an attempt to improve the marketing strategies to create and strengthen relational bonds to this cohort.

Somewhat against the overall trend of union decline NTEU membership rose

between 2008 and 2014 from 24,000 to 27,600 NTEU (National Tertiary Education Union, 2015b). The low levels of union density in the NTEU particularly Gen Y membership, relates to a broader pattern seen across OECD countries that shows that falling union density is very common across sectors (particularly manufacturing) but the decline is not as marked in public sector organisations.

3.3   Global and Domestic Membership

Unions saw major membership growth in the mid 1930s in the United States and Australia (the prelude of which was the *National Labour Relations Act* in 1935 for the United States) this growth followed a decline in membership in the early 1930s due to the Great Depression. Union density has suffered a continuous decline globally since the mid 1970s (Freeman, 1995; G. Griffin & Svensen, 1996; Peetz et al., 2002). A similar picture is seen in the United States with membership in the 1970s at almost "a quarter of the country's workforce. Now, unionization is down to 12.4 percent overall and only 7.6 percent in private industry" (Early, 2009, p. 9).

In Australia, an additional major decline in membership numbers occurred in 1980-81 as a result of global economic trends, similar to the reduction in union numbers in the recession of 1974-75 (Moody, 2007). Declining union membership across Europe has been widely reported for at least a decade (Bell & Gahan, 1998; Bruhn et al., 2009; Cole et al., 2002). The sole point of contention is about the precise point one may begin to describe the scene as deteriorating otherwise the literature is plentiful that union membership is in decline (Peetz et al., 2002).
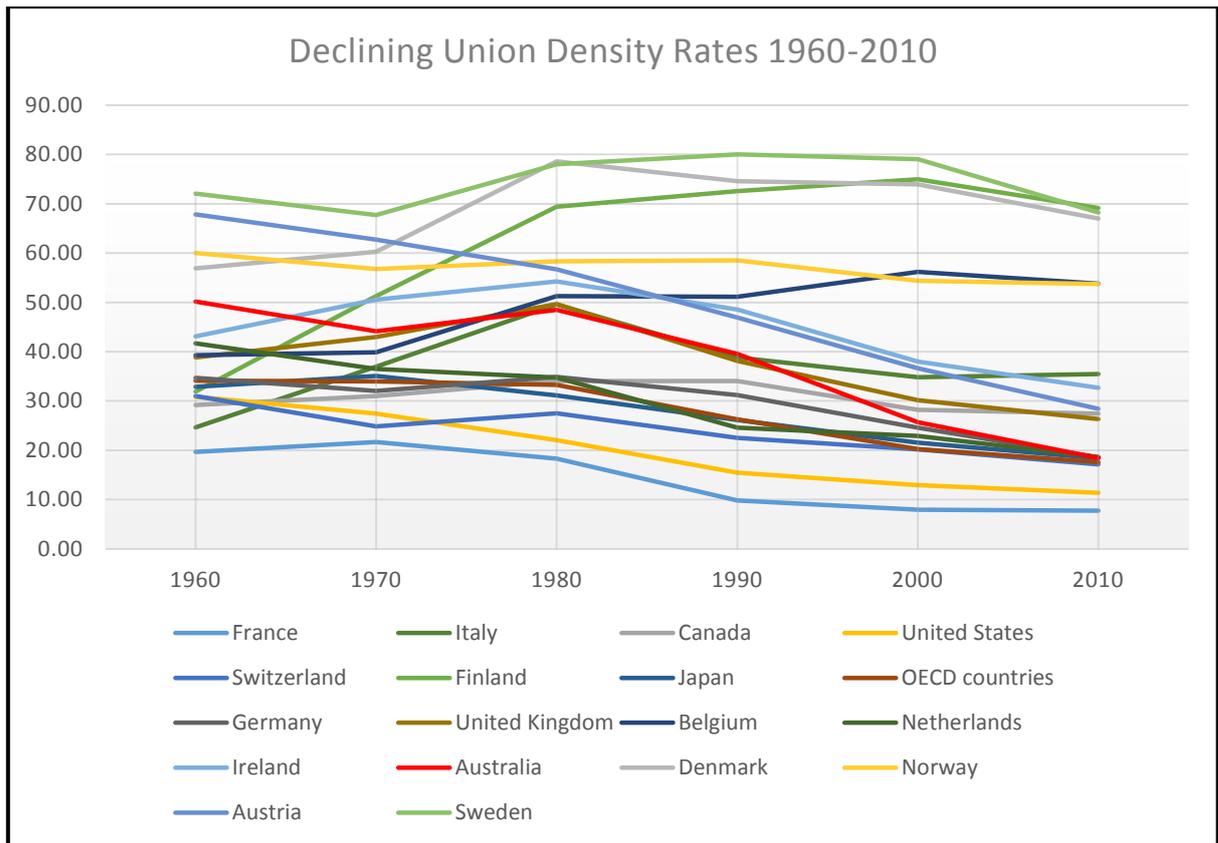
Figure 3.7 Declining Union Density Rates 1960-2010 OECD Countries. (Organisation for Economic Co-operation and Development, 2015)

In Figure 3.7, Finland, Sweden and Denmark exhibit the least dramatic membership declines due to the Ghent system in which trade unions take responsibility for paying unemployment benefits to members, who even when unemployed remain as members. Under this arrangement the union acts on behalf of the government and funds can be subsidised by governments. Although the Ghent arrangement has become somewhat weakened over the last decade it still manages to stem the tide of falling membership rates through its administration of unemployment insurance schemes (Lipset, Meltz, Gomez, & Katchanovski, 2006).

Australia rates, already at a lower level, can be seen to follow a much sharper downward trend matching exactly that of Germany from 2000 onward. Crosby (2002b) provides a review of union progress in Australia, including an analysis of growth rates albeit small gains in membership. The Australian figure showed a small rise in 2002-2003 by 33,000 or 1.8%. Overall membership numbers were lifted to 1,866,700 people, from a population at the time of approximately 22,000,000 (Australian Bureau of Statistics Report 6310, 2004). More detailed analysis reveals that membership rose for 4 consecutive years as provided by Combet (2004) the then leader of the Australian

Council of Trade Unions, (ACTU) the peak body of the national union movement. The ACTU's training agenda for organising staff and delegates in the workplace is attributed in part to the success.

Later data indicates that this appears to be more of an anomaly than the start of a new trend although another small increase was experienced in 2009 (Australian Bureau of Statistics, 2009; Kearney, 2010a). Indeed, those improved membership figures may be all too fleeting unless the driving factors behind membership are identified.

In more recent times Hannan (2009) notes a growth in membership under the Rudd Labor Government because of a 'more favourable political climate ... and less hostile workplace laws". Australian Bureau of Statistics data indicate that trade union membership as at August, 2009 was 20%, or 1,835,100, and by 2010 once more shows a decline to 18.3%.

The danger [for unions] is that transitory growth may lull them into a false sense of security. Rather than a 'genuine' and sustained growth it may be the initial stages of membership churn as occurs when workers in mass production plants surge into unions but when conditions change just as quickly resign their membership "when economic conditions turned against them" (Kessler-Harris, 2003; Zeiger, 1995). Churn is strongly associated with precarious employment and industries with high labour turnover such as experienced in hospitality, health and tertiary education that all lost members during this period. The close of 2004 and the commencement of 2005 saw the start of even greater membership losses.

It is not just the trend of losses of membership that is alarming but the scale of losses that needs to be considered (Cole et al., 2002). The 1990s in particular, in Australia was the worst decade for decline in members (Cole et al., 2002) with membership numbers haemorrhaging from unions and can be seen in Tables 1 & 2 membership figures from 1911 until 2014, Employees in Unions – Australia.

Employees in Unions – Australia 1911 - 2014											
Year	1911	1921	1931	1941	1951	1961	1971	1982	1990	2000	2001	2002
%	28	47	50	47	60	56	51	50	41	24.7	24.5	23.1
Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
%	23	22.7	22.4	20.3	18.9	18.9	19.7	18.3	18.5	18.2	17.0	15.0

Table 3.1 Membership Decline Australia – approx. ten year intervals to 1990 then yearly until 2014Adapted from: Ray Markey, In case of oppression. The life and times of the Labor Council of NSW, Pluto Press, Sydney 1994 pp565-566

Australian Bureau of Statistics, Earnings, Hours and Trade Union Membership, Cat. No. 6310.0 2014

Union membership has continued to decline since the 1980s in Australia (50% in 1982) and throughout the 1990s (Biddle, 2000; G. Griffin & Moors, 2002), followed by further decline to just 18% overall by 2010. The figures for members aged 15-24 was 9% and members in the workforce aged 26 - 34 years was 14% as measured in 2009.

Decline has been exacerbated by natural attrition and of older workers who are not being replaced by workers newly entering the workforce and because membership is always low among young workers (Cooper & Patmore, 2010; Haynes, Vowles, & Boxall, 2005). There is with some speculation that this is due to the nature of the work and the nature of youth (Biddle, 2000). After two decades of successively bad union membership statistics the decline began to slow for Australian unions and overall density fell only slightly, from 24.7% in 2000 to 24.5% in 2001 (Peetz et al., 2002). This is nevertheless a remarkably different picture than that in the 1950s.

The Australian Bureau of Statistics (ABS 2004) figures show that 10 out of a total of 64 industries account for almost one million or just over 50% of all union members prior to 1997. These figures are re-proportioned post 1997 because the ABS shift their occupational definitions (Cole et al., 2002). Nevertheless it still remains that most union membership is contained within a small group of industries.

The industries with the highest number of union members as at 2013 (ABS2013) include manufacturing, education, health, finance and retail but with declining numbers within most of those industries. A marked drop in raw numbers of employees in manufacturing resulted in a corresponding drop in membership to just over 15%. Whereas the rapid growth in service industries has resulted in a high proportion of the workforce in the Healthcare and Education categories. According to the ABS, the education and training industry "had the highest proportion of persons who were trade union members (34%)" (Australian Bureau of Statistics, 2014, Data Cube 11), signifying a move of unions' power base from blue collar manufacturing jobs to white collar, female dominated, services jobs. Given that the two industries of Healthcare and Education are composed of a higher proportion of women it supports the argument that unions need to even more blatantly show the public how they have responded to white collar, female employment issues.

Industry	M'ship	% of members in the total workers in that industry	Non-m'ship	Total employees specific industry	% of members of entire workforce
Health care and social assistance	335.1	26.07%	915.6	1285.6	3.27
Education and training	309.5	36.97%	506.7	837.1	3.02
Retail trade	156.7	13.94%	915.7	1124.3	1.53
Manufacturing	129.6	15.16%	684.5	854.6	1.26
Construction	125.9		618	790.9	1.23
Financial and insurance services	38.6	9.20%	369.3	419.4	0.38
Accommodation and food services	33	15.92%	650.6	716.6	0.32
Total workforce:	10258.5				

Table 3.2 Union Membership in Selected Industries Australia 2013
Note: Australian Nursing and Midwifery Federation (ANMF) is included in figures for Health care and social assistance. Adapted from: Australian Bureau of Statistics 2014. 63100ts0001 Employee Earnings, Benefits and Trade Union Membership, Australia - Trade Union Membership

Clawson (2003) extends the idea of membership loss more widely than simply discussing membership numbers and includes significant ideas such as "power, public perception, and cultural appeal" which provides a more grounded viewpoint of the standing of unions in the community. Although Clawson's (2003) comments refer to the United States the same sentiments apply to Australian conditions. The state in which unions find themselves along these dimensions, as well as unhealthy membership numbers, is the product of their industrial actions as well as their insufficient marketing efforts to shape public opinion, which has left negative criticisms unanswered and a fertile ground for negative perceptions by employees and the wider community. Useful as these suggestions may be for possible membership re-invigoration they are only partial remedies, none of which are drawn from a marketing perspective.

3.4   Chapter Summary

The chapter opens with a description of Gen Y, who are the first generation to grow up with the internet and mobile 'phones and who are globally connected and shared internet behaviour attributes. The following section analyses NTEU membership figures that are broken into three categories; academic numbers, general staff numbers and the totals. The characteristics of Gen Y are that they have extremely low union membership in the higher education sector.

Both general and academic staff show low NTEU member numbers in the larger context of the university sector where it is revealed that the bulk of the union faithful are located in the older age bracket of the Baby Boomers. The implications of imminent Baby Boomer retirement are revealed; an exponential growth in departing members due to natural attrition from the sector. The rate of change extends to the global union movement with large declines in OECD countries (from 1960 – 2010), except for the Nordic countries (Norway, Sweden and Denmark), which have the Ghent system in which the trade unions take responsibility of paying unemployment benefits to members.

In Australia union membership has dropped since the early 1960s from 56% to 15% by 2014. Such decline has continued despite efforts by the ACTU using the 'Organising Works' model to recruit new members. Union decline in Australia shows different sectoral patterns with strongest density found in public sector dominated areas of health care and social assistance and education and training. Other private sector areas, including the once strong union density area of manufacturing has exhibited major decline. Given the NTEU's problems with declining membership, it is a prime candidate for the current research.

Chapter 4: Creative Marketing Programs

Chapter four investigates how marketing strategies may be applied to an industrial relations context. The chapter opens by providing a description of positioning strategies with examples from the union movement. This is followed by analysis of promotion, pricing and branding, particularly as they relate to unions. A brief description of Gen Y is offered followed by an examination of unions' power base shift from manufacturing to white collar, services employment. The media's portrayal of unions follows and the chapter concludes with a discussion of consumers' attitudes to unions and the implications of industrial action as it relates to public perceptions.

As suggested by Bailey (2010), few industrial relations researchers have used a marketing framework to explore shifts in trade union membership. The few studies that have, adopted a purely theoretical approach and have not investigated how insights could be translated into practical strategies to boost membership or improve relationships between unions, members and the public. The starting point is in reviewing those marketing ideas that have already been proposed.

Crane (1986) examined an advertising campaign undertaken by the Australian Teacher's Union and in that study noted the scant amount of investigation into unions' attempts to use public media. A recent literature search revealed that leading industrial relations journals showed a dearth of research on promotion and in particular the use of advertising or social media to communicate the presence of trade unions, positive or otherwise[5]. Indeed Cranston (2000) believes that the ACTU's recruitment campaigns in the 90s were half-hearted and 'have been for nothing' leading as they did to further membership decline. This is unfortunate in that unions are very effective in securing gains but do not then tout these successes to members sufficiently for the unions themselves to take the credit (Peetz, 2010a). This view is reiterated by Bulbeck (2008) who notes that enterprise bargaining has made the role of unions far less noticeable in the process of securing better wages and conditions for workers. This lack of visibility alone is an indicator that promotion and other marketing tools are much needed. Figure 4.1 show the proposed relationship in this study between marketing actions and union membership density.

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[5] British Journal of Industrial Relations, Journal of Marketing Research and Google Scholar gave zero responses on that item.
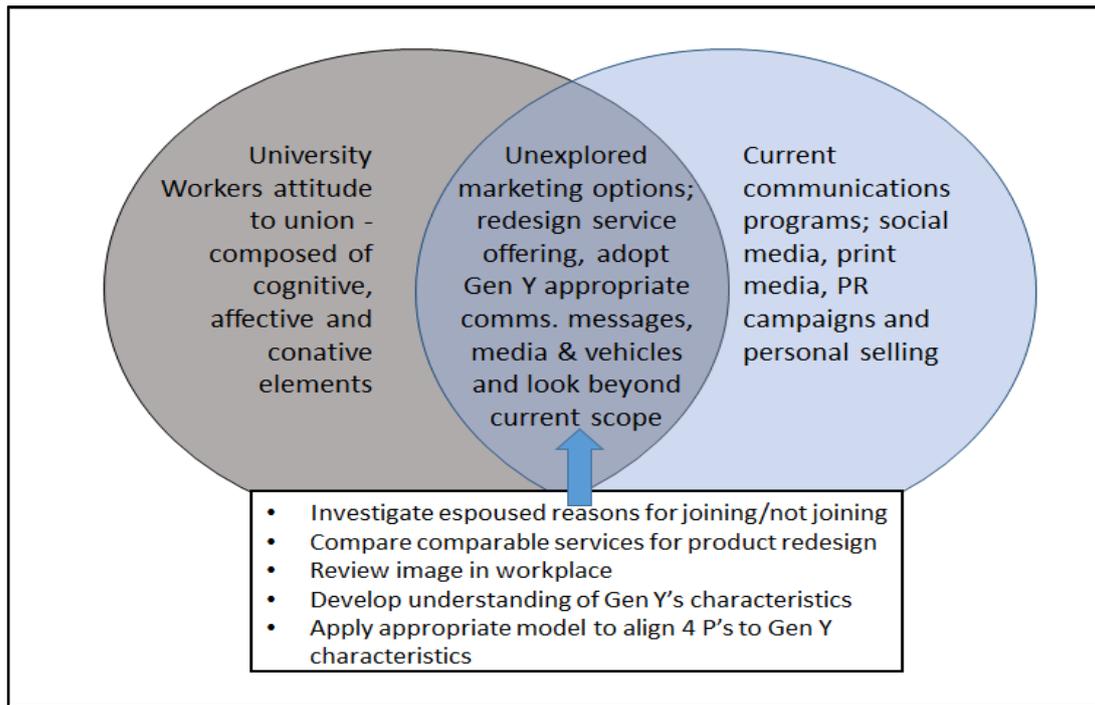
Figure 4.1 Staged relationship between attitudes and marketing actions. This figure illustrates the current context of marketing efforts and areas to be addressed.

Recent innovative efforts to promote unions are examined by Bulbeck (2008) who outlines two recent initiatives to boost union membership: the first is to follow the pilot program of the ACTU and Unions NSW of talking to school students, "hugely" discounting union fees, and providing information on better-paid jobs in unionised workplaces (Ewin Hannan, 2008a). The second initiative suggested by Bulbeck (2008) is to have lifestyle or demographic unions – that is, unions that can organise around social issues such as a single mother's union. Bulbeck (2008) also argues that recruitment campaigns need to consider new ways of thinking about workers not just based on the industry in which they work or other traditional viewpoints, but to understand that for many workers such as women and casual employees that work is not the predominate focus of life. Bulbeck (2008) states that the union movement must;

> …build new practices and relations among a workforce for whom employment is not always the central identity, who are committed to notions of choice that give little ground to structural constraints, and who seem to believe that membership of a movement means being a victim.

Bulbeck (2008) adds that unions need to be responsive to young people's Do It Yourself identities. Using individualism theory, as proposed by earlier union marketers, could led to campaigns on personal identity based on "consumption and lifestyle issues" (White & Wyn, 2004). Building upon these suggestions of Bulbeck (2008) an

examination of techniques used to attract customers to purchase services is instructive. For instance, there are numerous examples of innovative service products that attempt to provide better, faster and more tailored solutions for customers. One such example is the solution adopted by the Dutch supermarket chain Albert Heijn. The Economist (1998), claims that Albert Heijn's position as one of the top five food retailers is attributable to their willingness to embrace innovation such as take away meals offered during peak commuter travel times combined with a radical approach to store layout, in which food products are grouped according to the types of food consumed at particular periods in the day. For example, throughout breakfast hours, milk, bread, eggs, cereals et cetera are located together in the store.

4.1   Positioning

Positioning strategy can be incorporated at the corporate, market and product level. Corporate positioning refers to communicating the main attributes of the organisation, such as BHP's platform as an Australian owned company. Market positioning is firstly determined by establishing appropriate groupings or segments within a market to be entered and the company choosing which attributes of a product to portray appropriate to each of those groups.

In the case of trade unions the first category is that of the entire sector. The literature on young people and unions indicated that they did not know the purpose of trade unions (Bailey et al., 2010). This creates a situation similar to the Kelloggs brand trying to sell Corn Flakes to customers who had never experienced or been informed about breakfast cereal. Generic marketing across the entire union sector would help to establish the actual service category and it ensures that sales representatives (recruitment staff, organisers or delegates) are not confronted with customers who have never heard of the company or the product. Following this initial informational promotion, trade unions can each use a more tailored message depicting the unique attributes of the services they offer.

The importance of generic marketing is illustrated in Figure 4.2, 'The Man in the Chair' which was the most recognised business to business advertisement in the twentieth century (Obrecht, 1999) and has since been revamped as a social media video. In 2009 the message it conveyed was still considered accurate and effective (Saveriano, 2009) and conveying the message that without a general understanding of the brand

category the customer will not readily relate to the specific brand.

This applies to unions in the following way: The union representative, usually the organiser or local delegate, in their efforts to sell allegiance through membership typically employs personal selling methods. Selling trade union membership is a first time purchase or 'new task' purchase, the product is highly technical and complex, and it is a customised purchase (Solomon et al., 2011) making personal selling the best suited approach. Additionally flexibility and responsiveness are required to make the sale and the establishment of an on-going relationship is essential and is beneficial for both parties (Rix & Stanton, 1998).

If the foundational step of creating brand awareness is not undertaken the sales representative (delegate or organiser) is likely to face their own man-in-the-chair and spend little time devoted to sales and more time raising the customer's awareness of the service by informing them about the basics of unionism and how the service could benefit them. After such an information exchange there would be little time remaining to explore more personalised application of the membership for Gen Y. This would be a very poor approach with Gen Y who are far more likely to engage with the sales process if that process revolved around their individualised viewpoint.

"I don't know who you are.
I don't know your company.
I don't know your company's product.
I don't know what your company stands for.
I don't know your company's customers.
I don't know your company's record.
I don't know your company's reputation.
Now – what was it you wanted to sell me?"
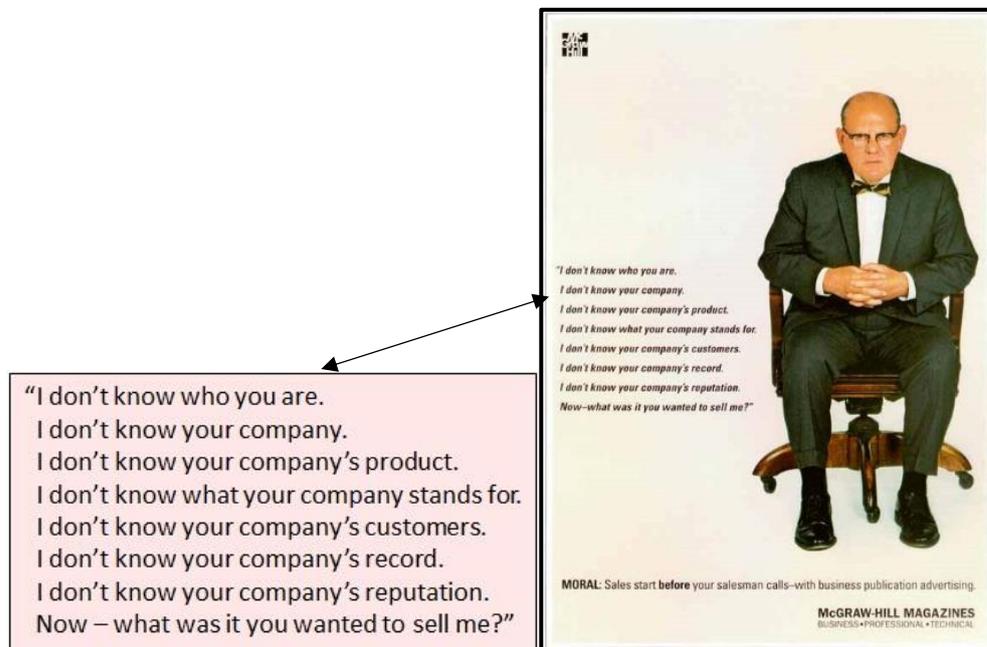
Figure 4.2. 'The Man in the Chair'. This figure demonstrates the importance of brand knowledge prior to personal selling efforts. McGraw-Hill Companies (1958).

After generic marketing of the product category 'unions', the next stage is product positioning which is concerned with particular goods, services or ideas of unions

against those of competitors in the same category (G. Elliott, Rundle-Thiele, & Waller, 2011) and is fundamental in a successful marketing campaign (Blankson & Kalafatis, 2001). Product positioning analysis of a given brand and its competitors has been based 'primarily on consumers' evaluations of similarities, perceptions, and importances of sets of attributes and various usage occasions' (Arabie, Carroll, DeSarbo, & Wind, 1981). On a daily basis consumers are bombarded with communication about companies and products (that is, goods, services and ideas). Positioning assists consumers to cut through this plethora of disorganised information by simplifying the evaluation processes involved in buyer decision making. Elliott et al. (2011), state that position can be based on: product class, product attributes, benefits offered, away from competitors, against a competitor, usage occasions and user.

Positioning and branding also need to be aligned with consumer decision styles, which are important because if known, they can help to predict purchasing behaviour and they direct a marketer's choice of ways to segment a market and position their offering (Sinkovics, Mink' Leelapanyalert, & Yamin, 2010). A relevant area is that of self-image congruence (Kressmann et al., 2006) in that trade unions may need to reposition themselves with a brand image appealing to consumers to enhance brand loyalty (Freling, Crosno, & Henard, 2011; Jamal & Al-Marri, 2007). Azevedo and Farhangmehr (2005) discuss this in conjunction with transformational advertising (as opposed to functional congruity which is more likely achieved with information based communications) (Rossiter & Percy, 1985; Rossiter, Percy, & Bellman, 2005). It is important that sufficient advertising is undertaken to reinforce emotional bonds between the consumer and brand (de Chernatony, 1993) with emotional bonds consisting of peace of mind, security, ambition, pride and empowerment (Lynch & De Chernatony, 2007); all characteristics that sit well with union membership. Additionally consumer choice can be sub-divided into cognitive evaluation and emotion driven. The latter operating from the context of a social and cultural setting (R. Elliott, 1998) and influencing brand positioning.

The theories of consumer purchase behaviour and positioning strategies converge when considering Lee, Sudhir and Steckel's (2002) approach, which assumes that consumers have multiple preferences for every product group and that the unique prevailing circumstances of the purchasing situation acts as a trigger to activate a particular preference so that one preference is dominant for that sale. In this instance it is the influence of a strong positioning stance imposing itself upon the consumer at the

moment of product selection assisted by brand associations (J. Howard & Sheth, 1969). In the context of trade unions each union could legitimately be described as its own brand. The consumer's verbal descriptors of brands are important to know, because with such knowledge the marketer can build a set of matching product and service criteria (J. Howard & Sheth, 1969) which is fitting for the market and is appropriately priced. The main mechanism for communicating a brand's positioning is promotion and this will now be reviewed.

4.2   Promotion

In the Marketing or Industrial Relations literature there is little research conducted on the various forms of marketing available to unions to develop much needed recruitment campaigns. However, recent marketing activities currently underway in the NTEU are aiming to achieve a positive change to membership rates. These include the Super Casuals campaign that gained momentum after the data collection stage was completed (and so is not included in the findings and discussion sections). However, other areas of NTEU promotional activity such as personal selling activity by professional sales staff, online web communications, the Say No to $200,000 Degrees Campaign and the NTEU's publication 'The Advocate', are reviewed in this research.

Marketing shapes perception and attitudes (Kotler & Keller, 2006). It is most effective in generating interest in unions, when a clear marketing communication strategy to impart the full role and value of unions is deployed. Although this partly reflects the transmission of information model of communication (McQuail, 2010), it is described more accurately as the ritual or expressive model of communication in which shared beliefs and the maintenance of society is achieved (McQuail, 2010). To be effective a marketing communication program needs to be attuned to current and potential members' values. It must also shape their understanding of union membership's potential utilitarian and values based benefits thereby deepening relational bonds with members. Attitudes toward a brand held on utilitarian beliefs are best changed or appealed to with a promotion that communicates the beneficial functions of that product, whereas a symbolic value based brand is strengthened by arguments that appeal to symbolic values (Le Boeuf & Simmons, 2010).

In relation to the NTEU it is therefore prudent to establish the predominant attitudes toward the generic product category (unions) and the specific brand (NTEU) in

order to create effective communication appeals. It is particularly important to establish the correct communication approach in order to be effective. The negative effects on unions go beyond the workplace (Clawson, 2003) and so deep relational bonds need to serve as an anchor to hold members loyal and the appeal serve to create new members. Rossiter, Percy and Bellman (2005) leaders in promotional strategy, suggest eight possible approaches to communications (Figure 4.3). The eight options are based on the alternatives between brand recognition/recall and then combinations of high/low involvement, and informational/ transformational brand preferences. The high cost of membership, and the degree of searching and conviction that is required prior to purchase places union membership as a high involvement product in which there is 'personally substantial economic or psychosocial loss at stake should the customer make a poor choice' (Rossiter & Bellman, 2005). Transformational motivation is described as 'positive ending' and consisting of 'sensory gratification, intellectual stimulation and mastery or social approval' (Rossiter & Bellman, 2005). Union membership placement as an informational or transformational product is not as clearly ascertained and will be explored in this research.
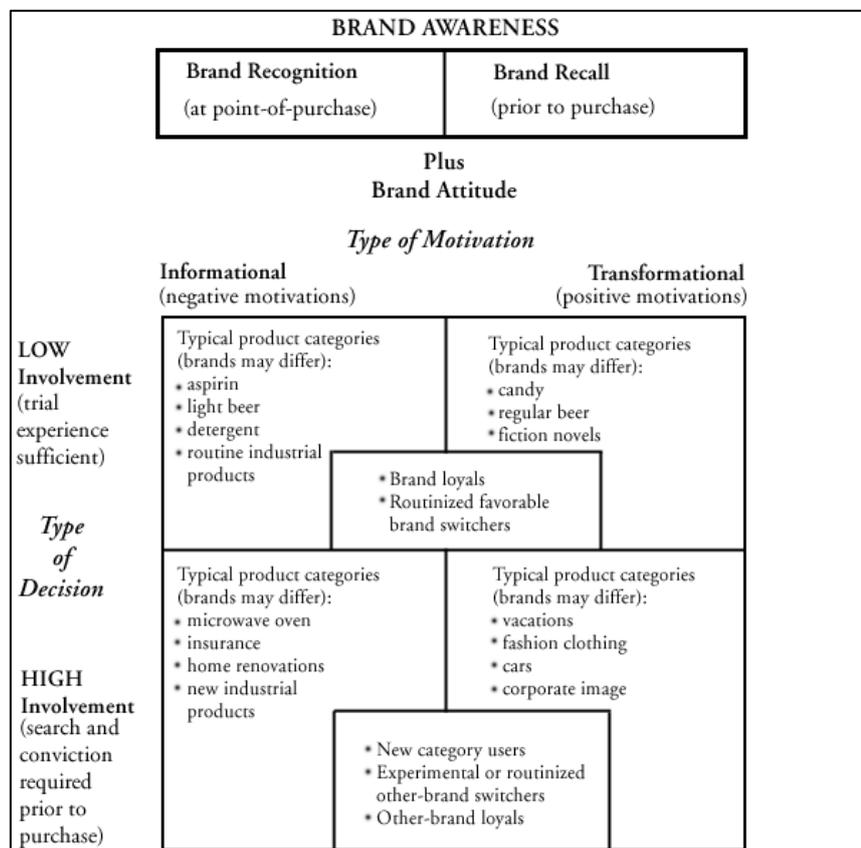
Figure 4.3 Brand Awareness and Brand Preference (Grid) Tactics. (Rossiter et al., 2005)

4.3   Price

A key consideration of trade union membership is the financial contribution (price) required. The significance of price as a major determinant of purchase is identified by Howard and Sheth (1969) who argue that two of the four purchase inhibitors are a high price and the buyer's financial status. In addition there are competing interests for a consumer's disposable income within the same product category (for example, one part of a union's role is job protection; comparable services are insurance for income protection).

A product attributes model, developed originally by Lancaster (1966) and subsequently adapted by Gwin (2003), incorporates price into analysis of a brand's positioning. This is a useful approach, given that many non- members cite this as the reason that they do not join a union. Indeed, this model is described by Gwin as particularly fitting when "price plays a critical role in the perception of value for the product" (Gwin & Gwin, 2003).

The perception of value (and its correlation with price) is strongly linked to promotion which typically focuses on product or service attributes that are unique from competitor's offerings, leading to a premium perception by consumers. NTEU membership is notably distinct from other types of membership grouping and it is suggested that to generate consumer preference the image of the union needs to strongly appeal to consumers (Azevedo & Pessoa, 2005; Kaplan, Yurt, Guneri, & Kurtulus, 2010). An exploration of pricing as a barrier to purchasing membership is undertaken in Chapter 10.

4.4   Re-branding Industrial Unions – Australia

The provision of trade union membership is essentially the provision of a service, hence it is important to understand how to create effective service branding (Gray, 2006).

Services marketing places great importance on personnel as both the face and the core of a service brand; in essence personnel bring the brand to life. Additionally the heterogeneous nature of service delivery makes the realisation of a brand promise all that more difficult and again the solution is in professional, consistent and reliable customer service delivery (Wallace & de Chernatony, 2008). The service experience relies on its personnel and this is the case in the provision of union membership; it is an education experience (which involves people processing) and offers intangible actions toward

possessions. A strong brand association is an important consideration for progressive unions that are responding to membership decline and other internal union factors by shifting from a servicing model, in which industrial union staff are the main interface with members, to an organising model, in which ordinary members also become the face of the union.

Trade unions by their continued use of outmoded icons and images, may be undermining their own marketing efforts, a concept discussed by Medway et al. (2011) in relation to what they call place de-marketing. Mainstream communications about unions (often generated from employer interests or from anti-union media sources) often portrays unions as almost the opposite of their espoused intentions and their actions. This creates confusion for consumers, who are receiving this somewhat anti-community message about unions, when in fact unions are more positively aligned with supporting community. Areas of alignment of union views with consumers' views is in the main unrecognised, for example, consumers' increasing concern for ethical issues and the natural environment (Freestone & McGoldrick, 2007) are areas of long standing interest to trade unions. Additionally unions do not tend to take the credit for hard won achievements in pay and conditions (Peetz, 2010b) which if known could create a more favourably disposed public.

De-marketing is discussed by Bailey et al. (2010) specifically with regard to trade unions' outmoded attempts to approach young people, for example, their continued use of 'daggy t-shirts and badges'. Bailey (2010) suggests using the concept of an 'unsought, experience good' because this has strong parallels to trade union membership, and this view is also supported by Bryson et al. (2005).

However, there has been recently efforts by the ACTU to modernise their web sites and run campaigns that address issues faced by workers such as the Your Rights at Work Campaign, which commenced in 2005 and ran for four years. This campaign involved the community and unions campaigning to restore rights lost by workers under a Coalition government (led by John Howard) and as a result, to ensure that workplaces operated under fairer industrial relations laws (Australian Council of Trade Unions, 2005b; Muir, 2008). It was the first time organised labour through the ACTU utilised modern marketing techniques including a clear positioning strategy (that strategy was the preservation of fundamental Australian rights), the appointment of a public relations agency to run the campaign, the application of marketing research to inform the campaign decisions and a dual strategy of national and local markets using mass media

advertising (Oliver, 2008). Notably the campaign for the first time used voter database profiles to selectively target individuals and the campaign did not solely concern itself with current members but also swinging voters.

This application of fundamental marketing techniques significantly contributed to the Coalition Government's defeat in 2007 and signalled to unions the power of market segmentation, engaging the target market with fitting messages and appropriate media vehicles. Contemporary marketing though, is characterised by more sophisticated approaches to communicating with increasingly fractured and changing markets. In part, the solution for the NTEU is to locate the incoming employees of the tertiary education sector in the overall context of their generational group which is variously called Gen Y, the Millennials, Echo Boomers and several other titles (refer Appendix E for a more complete list).

Generational marketing is the process of creating appeals and communications that appeal to a particular group of people, born and living at around the same time, and who have therefore, experienced similar life events and social and economic changes that have influenced their view of life. The appeal of creating a generational marketing strategy is that the marketer can leverage well known and commonly held characteristics about a large cohort. "Each generation has unique expectations, experiences, generational history, lifestyles, values, and demographics that influence their buying behaviors" (Williams & Page, 2011). Generational marketing is widely supported in the literature and applied to consumer marketing (Elsinger, 2007), social and economic debate (Fishman, 2016) as well as workplace management (Arsenault, 2004). It is readily recognised that there are some overlaps between generations (Littrell, Ma, & Helepete, 2005; Soulez & Guillot-Soulez, 2011) and that there may be sub-segments within generational groups (Soulez & Guillot-Soulez, 2011).

A brand model developed by Van den Bergh and Behrer (2011) details Gen Y's universally shared attribute preferences with regard to brand identities and the connection between those identities and brand leveraging. It is unsurprising that Gen Y should have a common set of attributes that they favour and message appeals (the same eight attributes are universally shared across international borders). They are the first generation to grow up with the internet and mobile 'phones and rely heavily on these communication tools to create and reinforce their cultural identity (Twenge & Campbell, 2009). This is described by Van den Bergh and Behrer (2011) "The omnipresent connectivity and digital advancement has reshaped the social DNA of our current and

future youth generations".

Van den Bergh and Behrer (2011) formulate their understanding utilising what they refer to as the CRUSH model of branding which has the following characteristics; must be cool (C), be real (R), be unique (U), have self-brand identification (S) and convey happiness (H). Each of these is likely to be a challenge to a movement engendered from an ethos of struggle for basic human rights and grown from serious and life changing issues. Application of marketing principles carefully sculpted to mould with and impinge upon Gen Y's awareness is a large part of the answer. The CRUSH model is based on a generational view of marketing and recognition to the wide use of such approaches in marketing and related literature is widely accepted approach. The CRUSH model basically presents a systematic and practical model to effectively market to Gen Y and arises out of the existing understandings of the marketing literature of how to effectively communicate with Gen Y. Various aspects of Gen Y are captured in the concepts of appropriate media vehicles to market to them.

When discussing the narcissistic nature of Gen Y, Twenge and Campbell (2009) indicate that major aspects of Gen Y are their concern that happiness, things being 'cool' and 'real' are of utmost importance as well as Gen Y's need to have multiple outlets for 'self-identification'. Gen Y, identify with brands that exhibit these characteristics.

COOL	REAL	UNIQUE	SELF-IDENTIFICATION	HAPPINESS
Togetherness	Democratic & Open, No Elites	Place	In Line with My Values	Togetherness
International Feeling	Classic Occasion	The Real Thing	Aspirational	Indulgence
Story Generating	Simple & Consistent	Heritage	Helps me to Express Myself	Excitement
Experience	Naturalness/ Environmental	Unique Concept	This Brand Cares	Linked to Perfect Occasions
Quality	Real Emotion	Art		Spoiling a Loved One
Newness	Building on Existing Environment	Design		Comforting/ Security
Limited & Hidden	Heritage/ Culture	Memories/ Stories/ Experiences		Experience
Unexpected	History	People		

Table 4.1 The CRUSH Model - components and descriptors. Source: (Joeri Van den Bergh, Veris, De Ruyck, & Sbarbaro, 2015)

The successful application of the CRUSH model to develop effective messages can be seen firstly with the overwhelming success of the European Commission's 'Ex-smokers are Unstoppable' campaign, launched in 2011, in which the last of the CRUSH elements – happiness – is used to present the benefits of not smoking rather than the dire outcomes of not stopping. The happiness attribute can also be conveyed by humour appeals (Williams & Page, 2011)

Happiness used in marketing to Gen Y include that of the MIBT/Deakin radio advertisement targeting the tail end of the Gen Y cohort. The radio advertisement runs: "If you're feeling flat and low because you missed out on a place at uni. now you can feel pumped and excited because an MIBT diploma gets you into the second year at Deakin Uni." (Kitching, 2016). There is no information about the structure of the course instead the entire appeal is feelings based and this is followed by the call to action which is to enrol now.

Another notable example is that of the AAMI TV advertisement variously titled 'The Cat In the Tree' or 'Trevor's In the Tree'(Ogilvy & Mather, 2015). In this example what can be a very serious topic, traffic accidents, is handled with a cheerful humorous message. This approach has also been attempted by the NTEU with their short video entitled '10 Good Reasons Not To Join A Union' (National Tertiary Education Union, 2013a). This video was not related to a specific campaign such as opposing recent academic sackings (at the University of Western Australia) or in response to staff enforcing the Fair Work Rulings on their respective universities, but was a generic promotional video that was shown to individual members and was located on the union's website for the public and members to view. The overwhelming message to advertisers is to load the communication with positive emotion, act fast and, because of the fast pace of the internet community's brand recommendation dialogue, follow up quickly on changes in audience temperament.

4.5   Market Segmentation - Gen Y

The likelihood of Gen Y joining the NTEU is affected by how, as a group, they receive information and are segmented. In 2000 those most likely to use the internet were aged 18-24 years, which constituted 73% of Gen Y (Cockfield, 2002) giving quite a different take on technology; not as a work tool, but also as a tool to 'reinvigorate a union movement in decline'(Cockfield, 2002). Generation Y (born 1983-2000) as a

distinct cohort are strong users of the internet and mobile technologies and so the internet is an ideal communication medium to promote the benefits of unionism to this group.

Generation Y present as a contradiction to researchers with some suggesting that they are 'optimistic, idealistic and destined to do good'(W. Strauss & Howe, 2009; Twenge, 2007) yet other descriptions include narcissistic (Twenge, 2006), a 'trophy generation' (in which participation alone was sufficient to garner a trophy) and 'Generation Me' that is 'demanding and coddled'(Alsop, 2008). Their 'civic-minded and philanthropic' nature (Alsop, 2008) is reflected in their views about unionism in which they indicate: "Strong support amongst young adults for unionism in the abstract" (Biddle, 2000). Biddle (2000) also suggests that their philanthropic interests must be shored up with information about union services from which they can benefit, before they are likely to take action and join. Unfortunately, that research did not go further and indicate the appropriate message or media vehicle to nudge them to purchase.

Biddle (2000) further claims that this generation could be the saviours of the union movement, views also advanced by Cockfield (2002). With this analysis of Gen Y a marketing campaign was conducted in the health sector in Queensland, (Ewin Hannan, 2008b). In this research and in that of the United Kingdom, Trade Union Congress (Trade Union Congress, 1995) it was noted that the main response to why non-members had not joined the union was that they had not been asked. This view is also supported by Pyman et al. (2009) in recent Australian research. There was no follow up to discover (because of their involvement in that research) if the interviewees promptly joined upon becoming more aware of unions. In this instance interviewees did in the main know about unions, but other researchers have also discovered that young workers are less likely to join, because they do not know about unions (Bulbeck, 2008) and the union's role at all (Bailey et al., 2010) whilst others do not have the opportunity to join one (Peetz, 2010a).

Given that there are strong structural similarities in America, Britain, Canada and Australia it may be that "supply-side constraints" (Bryson et al., 2005) may be affecting young workers in all those countries, causing them to be less likely to join unions (Jerrard & Le Queux, 2013). In this situation, where unions are an unknown entity, the marketer's task is greater, in that they need to advance the union from non-existence to

having a footing as part of the evoked set[6] (J. Howard & Sheth, 1969). It may be that lack of awareness of unions' purpose is a reflection of the working population's equal level of ignorance of workplace issues and workers' rights (Australian Council of Trade Unions, 2005a).

Gen Y are also described as a global generation (Gorman, 2014), because of their interconnectedness via social media (Smith, 2010). Given this fact, it is plausible that influences on Gen Y in one part of the planet, if exerted in another location would be likely to have a similar impact there (adjusting somewhat for local conditions) for this sizeable cohort. The globalisation process has created an "homogenisation of cultural values, attitudes and consumer behaviour" (Kacprzak & Dziewanowska, 2015).

Oliver (2006) is of the view that Gen Y are unlikely to join because they do not see a need for unions, given their highly entrepreneurial nature and their expectation of financial success. Conversely, it is argued that there is no clear discernible difference between members and non-members, so it would appear that the motivations are external factors such as lack of knowledge about unions, no invitation to join or no union presence (Waddington & Whitston, 1997). Variability of membership density among younger wage and salary earners is also a factor in Sweden (Bruhn et al., 2009), supporting the idea that this may be a worldwide issue for unions. However, Peetz's (2010) research indicates that the youth in Britain, Canada, Australia and New Zealand desire union membership as much as other age groups, but this desire is tempered by their propensity to be employed in short term, casual jobs within low union density occupations. Overall, there is less opportunity for these young workers to join, assuming that they know of unions in the first instance (Peetz 2010). A Morgan poll in 2005 found that 1.5 million non-union members in the US expressed a positive view toward joining a union (Muir, 2008).

Against this backdrop of non-member profiling the notion of employees' stance toward collectivism or individualism (Peetz, 2010a) should be considered particularly as it relates to younger workers (Haynes et al., 2005). Younger workers, it is argued, are influenced less by ideas of collectivist structures and increasingly by the view of individualist social structures (Peetz, 2010b; Waddington & Whitston, 1997). In the

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[6] The 'evoked set' includes the brands the buyer considers when he contemplates purchasing a unit of the product class. (J. Howard & Sheth, 1969)

United States civic participation is in decline and in Great Britain it is particularly in decline amongst the working class (Kollmeyer, 2010). Kollmeyer (2010) describes this trend as individuals "prioritizing individual pursuits over communal activities".

The parent to child socialisation process (Peetz, 2010a) has in the past supported a union ideology leading naturally to membership of the respective union. With the advent of ubiquitous communication technologies cultural values passed down from generation to generation (Twenge & Campbell, 2009) are not so much interrupted as overwhelmed by peer to peer values. Gen Y respond more to ideals and values, as espoused by their peers, than by their more mature and experienced elders. This is also thought to be part of the reason that this generation are postponing taking up the responsibilities of adulthood, such as not getting their driver's licence until later than previous generations and not seeking work until later (Buchholz & Buchholz, 2012). These changes from previous generations are, in part, explained by the reasoning that one can share a reality with friends such as the idea that taking a break year is acceptable, indeed, desirable. The same shared reality also promoted the idea that ongoing lack of gainful employment is perfectly supported by one's parents and the wider economy. Such sentiments resonate strongly with the CRUSH model, particularly on the traits of indulgence (happiness category), and experience (under the cool category).

Intergenerational linking is no longer as strong and may also be responsible for the marked decline of interest in issues of environment and political awareness from Boomers (environment 50% and political awareness 33%) to Generation Y (environment 35% and political awareness 21%) as well a decline in 'developing a meaningful philosophy of life' from Boomers (73%) to Generation Y (45%) (Twenge, 2007). It is suggested, then, that successful marketing appeals (such as fear, humour and sex), would be to communicate with potential members about the individual benefits of membership rather than the wider philosophical bent of unions (Industrial Relations Review and Report, 1990). There are, however, some pundits who believe that Gen Y are seeking a more meaningful existence making the marketing of union membership that much easier (Joeri Van den Bergh & Behrer, 2011).

Individualism is explored by Cregan (1998) specifically in relation to employees' likelihood of joining a trade union. Her findings were that the majority of union members expressed strong leanings toward collective ideologies, whereas only a small group of non-members expressed such views. A small group of non-members with strong collective ideologies "felt the union betrayed principles of equity and justice"

(Cregan, 1998) but in another study it was found that less than 5% resigned their membership because of similar issues (Waddington & Whitston, 1997).

Bulbeck (2008) examines at the thesis of individualisation, that is, each person is responsible for their own 'do it yourself biography'. In Bulbeck's study (2008) the majority of interviewees felt that unions were for victims and for those who were too weak to bargain for themselves, and that, if need be, a government agency or lawyer could just as readily bargain on their behalf or that they could do it for themselves (Bailey et al., 2010). Industrial representation is specialised, technical, complex, values based and often operates in unmapped terrain making substitution of the union role difficult. This view is expressed by Kearney (2010a) who claims that unions can 'advocate for fundamental values in a way that no other organisation can'. Advocacy is but one of the many services offered as part of union membership yet, Gen Y individuals have expressed that they are able to represent themselves in a workplace. Gen Y may have the view that they may have sufficient skill and a certain 'undauntedness' to engage in self-representation in what would likely be an unequal power footing is one thing, but just because they think they can does not necessarily fit with reality.

Another issue with regard to the attitudes of Gen Y is the rise of services in first world countries is based in part on the economic principle of best-fit; one may indeed be competent using the lawn mower, washing the dog or manicuring one's own nails, but consumers are more and more seeking experts to do these tasks for them in part because of the time-poor nature of those in the workforce. Consumers, who use services, are then able to focus instead on their own domain of competence and expertise to improve their money making capacity in turn to afford life enhancing services. If this concept were applied to the services of a union, it would seems more appropriate to use their time, knowledge and energy on earning than on self-representation.

The individualism theorists suggest that a person's identity is defined according to what and how a person consumes rather than how or what a person produces (E. Lee, Park, & Koo, 2015) as mentioned previously. For instance, White and Wyn (2004) argue that "work has been displaced in identity-formation by consumption and lifestyle issues". Conversely the view that collective values are as robust as they were over the last 30 years (Peetz, 2010a) has much support. This bodes well for unions since they are based on the philosophy of collective effort, and it would benefit unions to further develop a modern collective identity of members (Provis, 1996). The media push that society is solely composed of glamorous individuals (Johnson, 2012) is misguided and one of the

main criticism of marketing. More recent marketing efforts attempt to realistically represent consumers (Millard, 2009) and to develop long lasting relationships between them and the brand, especially in recognition of the financial gain of lifetime value of customers.

Hand in hand with the notion of collectivism versus individualism is the matter of professionalism and how this may relate to union membership. It is generally held that members of a profession regard themselves as having an equal footing with that of management, a certain level of autonomy, a high degree of specialist knowledge and a high degree of freedom (E. Lee et al., 2015). This can be accompanied by a sense of unease about unionism by members of professions, who do not feel the need for representation (as they have a low or no sense of a disparity in authority between themselves and management), whereas traditional union membership strongly acknowledges this disparity. Additionally members of a profession are required to act on a daily basis in an autonomous manner, which is again at odds with the traditional view of the democratic and collective operation of unions (Lyons, 1998).

With regard to the professional nature of academic work there is a recent debate that academics have lost autonomy due to increasing managerialism (Meyers, 2012). If the movement is indeed in this direction, it may be, for the purposes of encouraging union membership, that such membership may be seen as enabling adequate resourcing for the enterprise, greater autonomy for the individual and the opportunity to be part of an aspirational association.

Typically trade unions are formed around an industry or occupation with specialist service provided by organizers, who are technically proficient and knowledgeable about Enterprise Bargaining Agreements and legislation in relation to that specific industry or occupation. Within each union there is typically little differentiation between members, except for the concession to casual or part-time employees who are required only to pay a pro rata membership contribution.

The need for differentiating between members is illustrated in the case of the insurance industry have identified that in order to be relevant to their consumers, they should consider lifestyle and time of life issues for product development and list nine potential retail customer segments using that model (Holsboer, 1999). In this manner they offer services that align with consumers' changing needs. This 'moments in life' approach to product development of financial services may be applicable to industrial unions, whose membership can also be a curious mix of demographics. Here it is

necessary to consider the ageing workforce in the tertiary education sector and the importance of unions appealing to younger workers, namely Generation Y, who are now entering the field in both academic and general staff positions. In the United States younger workers express greater confidence in trade unions than older workers (Levine 2008), so it may be other factors that are restraining the younger age bracket from joining such as not being invited to join, as suggested earlier, or it could be that they are delaying adulthood and therefore the responsibilities that go with it (Safer, 2008).

4.6   Unions Become White Collar, Services and Female Dominant

Although there is a correlation with gender and brands particularly in areas where this helps to reinforce masculinity or femininity, it may not be relevant so much for a services trade union in that the image of the union may or may not be perceived as predominantly male. This issue is somewhat controversial in that union strength has shifted in part from male dominated manufacturing industries to white collar, female dominated services industries (Cole et al., 2002) in part because of the growing number of women in Australia in the workforce (Hall et al., 1998).

The significant issue in this case is whether or not public perception corresponds to the actuality that the NTEU and the ACTU place great emphasis on gender equality. This emphasis is evidenced in part through the objective measures of women in key elected positions (female National Division president), women in influential positions (Ged Kerney as President of the ACTU), the taking up of women's issues generally and on-goingly (Australian Council of Trade Unions, 2011b) but also as part of Enterprise Bargaining (introduction of Family Violence clauses in the 2013 round of bargaining) as well as a suite of other rights and entitlements that were significant issues for women over the last several decades. Issues such as equal pay for women (Australian Council of Trade Unions, 2012a) and gender inequality (Australian Council of Trade Unions, 2012b) are increasingly represented by unions.

Gender dimensions are frequently used to associate brands with particular masculine or feminine traits when the brand is used for self-expressive purposes (Grohmann, 2009) There is a positive correlation between gender and certain product categories such as personal care, fragrance and apparel (Azevedo & Pessoa, 2005) but these categories are a far cry from union membership which is more focused on

advocacy, worker protection and other such issues as mentioned earlier.

4.7   Worker Issues

A more modern view of the function of unions is that unions assist workers in acquiring resources and securing an environment in which they are able to do their jobs with safety (Australian Council of Trade Unions, 2009c). This is particularly pertinent to service industry work and work based on the caring sectors in which workers are concerned not only for improvements in their work conditions but also about having sufficient resources to provide a genuine product to the client. Of additional concern is the 'compassion trap', which is a high level of concern by workers for their clients about joining a union because of the potential for industrial action which may be harmful or otherwise adverse to those clients (Lyons, 1998).

The practice of nursing and employment in the hospitality sector operate in a similar environment to the provision of work in universities. All three sectors are labour intensive, are increasingly managed by managerialist agendas and driven by market forces resulting in managements continually seeking cost cutting solutions to generate maximum profit. In a study undertaken by Clark et al. (2001) it was suggested that by understanding nurses' concerns and making these concerns union priorities, membership would likely increase. These concerns were identified in a later 2005 study (Bronfenbrenner, 2005) and were shown in order of importance to be; improvement of professional skills, influence at local and national level, improvement of professional quality, representation on important issues and improved salaries and work conditions. It is suggested that these are the same issues that affect tertiary education workers and are therefore relevant to this group.

Clark and Clark (2006) leading authors in the unionisation of health care workers, report that in spite of a decline in union membership for the overall workforce in the United States, union representation for registered nurses increased from 16.8 percent in 1998 to 19.5 percent in 2003. A decade later the Australian Nursing and Midwifery Federation (ANMF) posted news releases of their unprecedented growth in membership numbers across a variety of health environments. Numbers rose from 220,000 in 2012 (Lenarduzzi, 2012) to over 249,000 in 2015 (Lenarduzzi, 2015) as reported on the official ANMF site.

The increase in membership was partly through redesigning their product by adding a line extension; professional indemnity insurance, including $10 million

protection for a negligent act and coverage for legal expenses (Australian Nursing and Midwifery Federation, 2015). The inclusion of this service into the basic product has been very popular with the industry workers and it also addresses the issue of how to offer a product that is not already free for all workers under the same award. This is an ongoing and serious concern for union officials and recruiters who must address the issue with members that non-members receive substantial benefits fought for and won by unions and the members. Some of these benefits which are now part of the National Employment Standards, include such things as regular pay rises, sick and annual leave entitlements, coverage under a legally binding award et cetera. It is suggested that similar issues may face those engaged in the tertiary education sector and a similar recruitment strategy may be effective. This interpretation relies at least in part on the belief that workers have retained a sense of class or at least some form of identification with unions and their purpose and way of achieving gains for members by collective action. If this is not the case and Australian workers are moving more toward a higher propensity to be consumer conscious then unions would benefit by offering less industrial type services and more non-industrial services such as discounts on consumer goods (Hall & Harley, 1996).

Peetz (1995a:1) notes that workers are strongly influenced in their purchase behaviour very specifically by their degree of "union sympathy" – that is, "the general ideological views about unions held by employees" and "union instrumentality" – that is "the extent to which employees consider they have benefited from union membership" (1995a:2). Peetz (1995a:1) however, argued that union protection is the primary reason for workers joining and exiting from membership and states that they "appear to have more instrumental explanations and little in the way of ideological motivations".

Worker apathy is also a major hurdle to union membership in that it is harder to sign up people if they have little knowledge or interest in union issues. Research undertaken by Charlwood and Haynes (2008) found that younger workers in New Zealand were far more likely to be located in smaller workplaces and in industries of low union reach and this accounted for low union density rather than inter-generational attitudinal change and that there are 'higher' levels of unsatisfied union demand amongst lower-paid workers in smaller workplaces.

In a three step process Griffin and Svenson (1998) suggest that to increase the satisfaction of members unions need to improve how they are perceived especially with regard to communicating their effectiveness of advancing members' interests. This

suggests a fundamental need for marketing use to control and influence public perception along similar lines as is done in all other product categories (including charities). In line with the discussion above about marketing this finding of Griffin and Svenson (1998) indicates the importance of marketing to control public perception as is done in other product categories including charities. Given then the importance of public perception of unions this will now be discussed in the following section.

4.8   Media

Industrial action is often misrepresented in the media and flagrant abuses of workers' rights noticeably unreported in broadcast media, for example, construction workers rights, giving rise to the notion that the media are hostile to unions (Peetz, 2010a). The effective public relations approach would be to fill the information void with accurate accounting of unions' stance on unfair employer management and unprincipled government legislation. Unfortunately, unless it is a specific union campaign the regular official union publications, with a potential readership of millions, "don't offer much of an alternative" (Early, 2009) although this does appear to be slowly changing (Jerrard & Le Queux, 2013) but not as fast as the general population's adoption of new media. Indeed the NTEU is using email, Facebook and Twitter to communication with members but at a time when Gen Y proclaim that they do not read emails unless the message is very specifically aimed at them and that Facebook is becoming less fashionable in some quarters and although one of the main forms of communication between Gen Y members it is closely rivalled by other forms of social media. Such is the pace of change in social media platforms in mid 2015 Instagram was listed as number two social app and Snapchat overtook Twitter to hold third place (Perez, 2015).

As recently noted by the Australian Workers' Union (2011) other media avenues need to be utilised and more contemporary marketing campaigns undertaken to counter the current media messages that unions are a group of ne'er-do-wells and that the status quo is desirable. Such messages aimed at the less wealthy and less educated segment of society, who if not immediately, certainly after a lifetime partly succumb to its messages.

The off-site nature or contingent form of employees' work may also mean they are less likely to be exposed to union propaganda and materials, hence the need to consider the use of mainstream and social media as communication channels (Heery & Abbott, 2000). This is particularly relevant for Gen Y of whom in Australia 87%

(Rogers, 2013) (as at 2013) in the United States and Europe 78% have a Facebook page (up 8% from 2010 for the United States and Europe) and 56% (United States and Europe) visit their Facebook page daily. Given the rise in the number of people working off site or at an e-site rather than at a bricks and mortar environment, unions may need to consider mobilising outside the formal work environment in order to make contact with those members and potential members (Heery & Abbott, 2000) through social media such as Facebook, Snapchat, Twitter, Blogs (web log) and smart phone apps, especially so as modern images and contemporary content on web sites provide the opportunity to present an improved image of unions (Greer, 2002).

4.9   Consumer Attitudes to Unions

There are three main aspects that affect consumers' (current and potential union members) attitudes with regard to unions; unions demographic variables such as size and strength (with favourable perceptions of larger unions), union behaviour such as participation in industrial action and workers' perception of improvements in pay and conditions (R Gough, Brewer, Toffoli, Willis, & Ogden, 2009; M. Griffin, Babin, & Attaway, 1991; Peetz, 1995b) . Each of these issues are addressed throughout this research. However it is important to understand the back mechanisms of attitudes and for this purpose the Tri-component Model (Chitty, Luck, Barker, Valos, & Shimp, 2015) of attitudes is utilised. The Tri-Component Model of Attitudes seeks to explain consumer purchasing behaviour. This framework has three parts; the cognitive component, which is composed of consumer's beliefs and knowledge, the affective component which consists of consumer's feelings and the last component, which is conative, and relates to the behaviour and predisposition of consumers to the object or product, in this case the NTEU as a service brand. Combined, these are the three components that create consumers' attitudes. The most oft-used definition in marketing for an attitude is: "A general and somewhat enduring positive or negative predisposition towards, or evaluative judgement of, a person, an object or an issue" (Chitty et al., 2015). The other important aspects to attitudes are that "they are learned, they are relatively enduring, and they influence behaviour" (Chitty et al., 2015).

Adhering to the structure of the tri-component model of attitudes Chitty et al. (2015), beliefs and knowledge make a clear progression into the affective component, which in turn progresses into the conative or behavioural stage. Using the NTEU as the

service brand consumer behaviour would progress thus: a university employee becomes aware of the NTEU as a brand, they are exposed to brand information and then they form beliefs around the brand's ability to fulfil their needs. Such beliefs become integrated and led the university employee to form particular feelings and evaluations about the object (in this example, the NTEU). The progression is not universal and mainly applies to high involvement purchases such as union membership. Employees' exposure to incorrect information about the union's ethos, its behaviour or the extent of its authority is highly likely to form the basis for inaccurate beliefs, leading to wrongly formed feelings and possibly an inappropriate behaviour, such as the employee joining the union when in fact the union ethos does not actually align with the employee's attitudes or conversely they do not join but the union's ethos does in truth align with their attitudes.

It is vitally important then to ensure consumers' final analysis and development of attitudes about the NTEU are based on accurate brand information, an accurate assessment of the brand's ability to meet their needs (for example, representation by industrial organisers), that the feelings and evaluations are accurate (following the same example, a feeling of security from the information that the NTEU does have industrial organisers to represent staff), leading to a propensity to purchase membership. It is a far more fortified strategy to not only provide accurate information to both potential and actual membership but to provide it on a continuous schedule - allowing for budget limitations. In addition all misinformation should be identified and corrected. This is by no means an easy or straightforward exercise and given the level of complexity involved is best undertaken as part of a public relations campaign or as part of the personal selling experience.

4.10   Industrial Action

Various forms of industrial action have been used by unions but the most confronting are strikes which are one of the main measures used to leverage pay rises and improvements in work conditions. Strikes have also been used to bring management to the negotiation table, and in the past as a replacement for standard grievance protocols (Gahan & Bell, 1999). There is some debate about the overall success of strike action. The main argument is that, while strikes may be effective at an issues level at a local level, they can lead to negative associations with the brand image, a reduction of union effectiveness and a decline in membership (Gahan & Bell, 1999). Strike action can

increase anti-union views, if it has either not been experienced by employees in their work place (so they have no empathy about typical issues and the problems faced by workers who are undertaking this action) or if strike action has disrupted their workplace (Peetz, 2010b). These poor reactions can be managed in part with the application of IT communications directly with members and the broader public to counter negative reports through an antagonistic mass media (Peetz, 2010b).

Early (2009) suggests that although strikes may have an heroic mystique, they have lost currency as a labour weapon in most part because of the heavy toll on workers and the fact that most strikes did not and do not achieve planned outcomes. This decline in strike action is confirmed with figures from Clawson (2003) (relating to the United States), where from 1969 to 1979 (a period of 10 years) there were estimated to be 1.5 million workers per year on strike, whereas from 1987 to 2000 (13 years) in no one year were there more than even half a million workers involved in strike action (United States). A similar decline can be seen from the incidence of strikes over the last 40 years in Australia. By 2000 the strike rate per 1000 employees was 10 times lower than in 1980 (Lansbury & Wailes, 2006). Strike action has damaged the public's opinion of unions and as an industrial tool lacks legitimacy in Australia especially at times when there were, at least in the opinion of the public, other legitimate methods such as arbitration (Peetz, 2010b; Perry, 2007). The marketing viewpoint comes to a similar conclusion, albeit from a different stance; that if strike action (negative action) is not presented as being consistent to consumers' symbolic values or appealing to utilitarian beliefs, it has the danger of 'significantly affecting consumers' consumption related beliefs and attitudes' (M. Griffin et al., 1991) and according to Richey et al. (1975) can negate up to five positive pieces of information of a similar nature.

Union supporters with an industrial background tend to see strike action as a device to garner broader appeal for unions in their quest to "defend the interests of all workers" (Early, 2009). However, this is not the case with modern workers, who faced changed circumstances and differ from workers in the 1960s and 1970s. Unlike in the 1960s and into the 1970s when union density was over 50% across the Australian economy and there was no strong anti-union legislation, which was introduced at both the state and federal levels in the 1990s, to adversely affect unions' capacity to strike (Bray, Waring, & Cooper, 2008) .

Modern workers either understand the purpose of strikes, but still must bear the ill of them (docked pay, bad image with the boss, accumulated work on return) or they and

public see little value in industrial action when they believe there to be other more fitting options. An even more significant issue is that Gen Y are seen to lack genuine interest in the affairs of organisations, workers or director/owners. Gen Y are reported as being disengaged and lack even a germ of interest in industrial relations, being convinced of their automatic entitlement to the type of work conditions they feel they deserve, so much so they are dubbed the entitled generation (Rourke, 2011; Stein & Sanburn, 2013). They are highly unlikely to engage themselves in picket lines and strike actions, considering them to be unnecessary to achieving their ideal working conditions.

Underlying Gen Ys different approach to employment is their priority which puts relationships and lifestyle before work. For this generation work-life balance is highly prized (Smith, 2010), and when a problem arises with an employer the Gen Y employee will readily job hop (Safer, 2008). This is a serious problem for unions, facing a future with a workforce that thinks mainly about themselves and their own welfare (individualistic), which does not stay in a work place long enough to resolve problems and to improve working conditions, and who are unlikely to engage in anything they consider to be confrontational (strikes, picket lines and rallies), and finally access political news from Facebook and are dubbed a generation of Narcissists (Stein & Sanburn, 2013). Perhaps even worse from a Marketing stance is that in this generation 20% feel that brands do not give them enough attention (Joeri Van den Bergh & Behrer, 2011) and that both corporations and brands do not take them seriously (Joeri Van den Bergh & De Vuyst, 2011). As argued above, to reach this sizeable generation of new workers the marketing message must adhere to the CRUSH model of GenY brand appeal; it must be up to date, have its own style and be seen as authentic (Smith, 2010), the brand must provide 'self-identification' and the message must convey happiness or create happiness for the receiver.
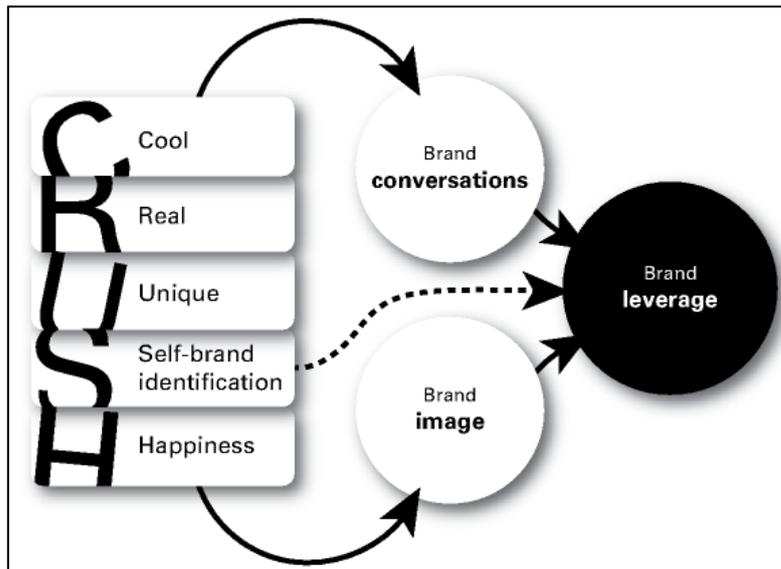
Figure 4.4. CRUSH Elements. This figure depicts the basic building blocks of successful youth brands. (Joeri Van den Bergh & Behrer, 2011)

This is a big target to achieve especially when considering that strikes and public demonstrations are traditional ways unions flex their industrial muscles (usually when all else has failed) and that these actions do not contribute to a 'happy' brand image, effective and action focused perhaps, but certainly not happy. This is further compounded by Gen Y's delayed maturation process (Stein & Sanburn, 2013); adolescent years extending into their twenties, their helicopter parents ever ready to step in and smooth the way and the naturally long time it takes to qualify and secure an academic position. These factors together create a great difficulty in achieving the insight that one may actually need professional representation in the workplace.

Marketing union benefits to this tech savvy global generation is therefore likely to be a challenge even when forearmed with insights about their brand preferences.

4.11   Chapter Summary

Chapter four outlines relevant creative marketing strategies adopted in other services industries with a discussion on how these strategies could successfully be adopted in the trade union movement especially with a greater emphasis on service personnel as the face of the brand. The limited amount of marketing literature relating to unions is noted and the problem of a poorly perceived product category (trade unions) making the promotion of a particular brand (the NTEU) more difficult, is discussed. Promotion of unions is also discussed and the limited amount of research investigating

the effectiveness of marketing campaigns is noted. After a brief discussion of pricing methods the issue of repositioning industrial unions is introduced and the suitability of using the CRUSH matrix to union marketing is discussed. Marketing to Gen Y is analysed and issues such as the rise of individualism in society, the increasing constitution of unions as white collar, service and female and worker issues are considered. The chapter concludes with a discussion on the use and public perception of industrial action.

Chapter 5: Research Methodology

This chapter provides a justification for using qualitative research methods with a case study approach. A description of the sampling approach and the data collection steps is provided. The process for interview transcription is provided as are the steps for coding and data analysis. Reliability and validity are discussed and limitations of the research are listed. The chapter concludes with verification of the human research and ethics approval.

5.1   Introduction

A social research case study approach using applied thematic analysis was adopted as it is the most suitable design to provide comprehensive description and analysis to reveal complex meanings by using textual data sets (Guest, MacQueen, & Namey, 2012). Aaker et al. (2007) stipulate that case study analysis is particularly suitable when the issues are contemporary as is this research. The themes were developed using inductive coding formed from the initial framework of the research which was followed by a close scrutiny of the interview transcripts to reveal emerging themes. The research was exploratory in nature and sought to build on the current sparse literature available that investigates the marketing of industrial unions. The case was based on a branch of the National Tertiary Education Union (NTEU).

5.2   Sampling

The initial stage of research was to define the relevant population for investigation. At this juncture it became apparent the NTEU records did not stipulate joining members were required to complete the date of birth field on the application form (and that as it was not a requirement not many people completed it as reported by one of the Industrial Organisers of the Branch) and so NTEU records were patchy on members' ages. Hence the NTEU branch was unable to provide an age breakdown of membership at this university's campuses.

The university's management provided an Excel spreadsheet with all staff aged 20-30 years (as at March 2014) and the NTEU provided a list of members. The two lists were manually compared to generate a smaller list of NTEU members aged 20-30 to help differentiate the samples. The total number of people on the list of university staff aged

20-30 years was 860 with 30 people who were members which represents 3.4% of that age bracket. The list of branch members for the entirety of the university was coincidentally 861. The small cohort of members in this age bracket (spanning the younger portion of Gen Y's parameters) make it very apparent this is an area that would benefit from the application of marketing techniques to improve awareness of the brand and generate increased membership.

Interviewees were officials of the NTEU, 1 NTEU recruiter, members of the NTEU and non-members who were eligible to join (that is, work in Higher Education as general staff or academic staff at the appropriate levels). In-depth interviewees numbered 35, with the aim that by the end of the interviews all pertinent issues and perceptions would be revealed (DePaulo, 2000) and that with a base of 30 interviewees there would be a 95 per cent confidence that the results could successfully be applied to the general population with similar characteristics (De Paulo, 2000). As with much qualitative research the nature of the inquiry was more generalised at the outset and as issues were uncovered the need for further interviews was determined.

5.3   Questionnaire Development

Four iterations of the questionnaire were developed to satisfy specific research questions and refinements made based on in-the-field application. The first questionnaire was pretested and changes were made based on feedback. The second questionnaire was used for interviews with Gen Y interviewees and addressed the research aims. The third questionnaire was tailored to the executive staff. It was developed after the Gen Y interviewees' interviews were finished and contained issues that specifically arose from the interviews with Gen Y interviewees. The final questionnaire was used for the interview with the last NTEU official interviewee. It contained a very slight adaptation because of membership changes that had been reported in the news and the change was incorporated into the interview.

5.4   Data collection

The initial data were collected via in-depth interviews following Kvale's (2007) approach in which interviewer and interviewee 'construct meaning as the conversation progresses'. The 'conversation' is described by Legard, Keegan and Ward (2003) as more structured than everyday dialogue with a pre-established purpose. A structured

approach employing pre-established questions is suitable at the initial stages of an investigation in which an understanding of the deeper issues and their relationships is needed (Arthur & Nazroo, 2003).

There were four distinct stages of data collection as follows:

(a) Early interviews with NTEU officials

(b) Interviews with members and non-members of the NTEU,

(c) Interviews with NTEU officials and NTEU staff,

(d) Secondary data collected from various NTEU surveys to assist with defining the population

Stage (a) Interviews with officials

To ensure that early coalescing of research themes as identified in the literature review, were aligned with current NTEU themes, an early interview was conducted with an NTEU Victoria State Branch official. In that interview the topics of recruitment, retention, public opinion of unions and the media were discussed. These and other topics were revisited in a second round of interviews conducted with NTEU officials and one staff recruiter, after the interviews with university staff were concluded. The officials comprised the NTEU National President, the National Assistant Secretary, the Victorian State Branch Secretary and the NTEU staff member was a union recruiter. To clarify these roles it may be helpful to consider the structure of the NTEU.

The NTEU operates with an hierarchical structure comprising a National Executive and Council, Division Executive and Council (State level), Branch Executive and Committee (site based) and members. The Branch typically represents a university or other higher education facility and this research is focused on one such organisation based in Victoria. Figure 5.1 shows the full extent of NTEU State Branches as represented by their constituent universities.
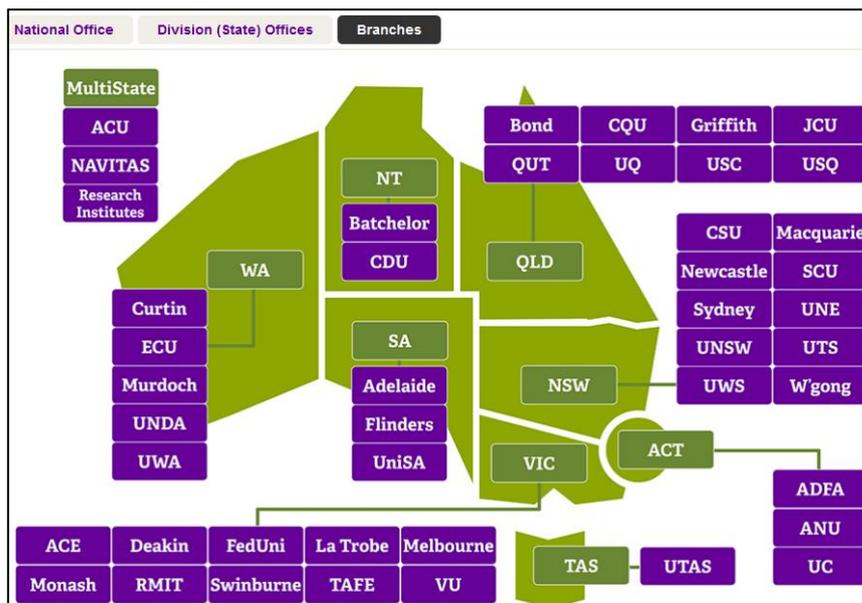
Figure 5.1 NTEU Branches. National Tertiary Education Union (2015a). The figure illustrates the full scope of NTEU sector coverage.

Stage (b) Interviews with university employees

The next stage (b), consisted of interviewing approximately 31 Gen Y NTEU members and non-members. Staff in the Gen Y cohort were emailed and invited to participate. Simultaneously an interrogation of the NTEU membership register was undertaken to establish pockets of high density and low density. Pockets of high density membership provided a rich source of members to potentially interview and low density pockets offered staff less likely to be union members but that might nevertheless agree to be interviewed. Thus a non-probability sample was constituted and as suggested by Rubin (1995);

> They should be knowledgeable about the cultural arena or the situation or experience being studied; they should be willing to talk and when people in the arena have different perspectives, the interviewees should represent the range of points of view.

The researcher contacted members on the NTEU membership register via telephone and asked for their participation. Several non-members who had not responded to the email request were approached in person and were willing to participate in an interview and it was arranged to be held at a later time.

Throughout the interviews, successful campaigns using brand image and social media targeting Generation Y were examined. Where relevant some comparison of the current NTEU media campaigns were provided, especially those campaigns that used social media marketing to Generation Y.

Where possible all in-depth interviews were conducted in person and adhered to Creswell's (2009) suggested interview protocol which included a standardised interview template for interview time, location et cetera with guidelines for the interviewer so that a similar pattern could be used for all interviews to ensure some standardisation. The interviews consisted of interviewees being asked a set of questions about their opinions and attitudes toward unions and the NTEU. Given that the investigation was about how members and non-members perceived the NTEU as a brand they were shown promotional materials designed and developed by the NTEU. This included the NTEU web site (national and state), the newsletter, and official NTEU magazine with particular attention on specific images from those sources.

Stage (c) Interviews with NTEU officials and NTEU staff

Stage (c) comprised qualitative data collection which was in-depth multi-level (Rubin & Rubin, 1995) non-probability sampling (Zikmund, 2000) interviews of selected experts (D. A. Aaker et al., 2007; Rubin & Rubin, 1995) who had substantial knowledge and experience in the area under investigation (Sarantakos, 1994). This method was appropriate to gain a deeper insight into the area of NTEU marketing and a more complete clarification of the issues such as brand image development. Key personnel in the nominated industrial unions constituted the technical experts. The advantages of this method were that the interviewees could be encouraged to communicate freely (Zikmund, 2000) about sensitive issues and unexpected facts were able to come to light (D. A. Aaker et al., 2007).

Stage (d) Secondary data analysis

The next stage (d) was an analysis of survey data collected by the NTEU for their membership drive initiative and other purposes which comprised quantitative data and some interviewees' comments about a range of issues pertaining to unions. The pre-existing data was from NTEU and ACTU standard quantitative surveys administered to members and non-members. As noted by Aaker (2007) the use of secondary data can be quite advantageous in that it is cheaper and requires less effort and time to collect and may also be more accurate than primary data. It provided a wider reach than would have been available if attempting to duplicate this previously conducted research. The data analysis techniques used were straightforward; mainly descriptive statistics.

5.4.1 Interview delivery to members and non-members

Interviews were conducted in office spaces on the university campuses and interviews were recorded to ensure accurate duplication of content. All interviewees were provided with information about confidentiality and ethics approvals in line with University policy. The interviewees were composed of 10 NTEU members, 21 non-members and 4 NTEU officials.

5.4.2 Survey results

Seven sources of survey results were used in the research project to assist in defining the population. Descriptions are provided and the contributions each made to this research are outlined.

The first set of data was supplied by the Human Resource Department of the institution in the study. The Excel data file was provided as a confidential document and contained information about employees in the Gen Y age bracket. The data was the complete list of Gen Y employees. The NTEU membership list (the second set of data) was manually compared with the Gen Y employee list resulting in the number of non-members of the NTEU. Via a comparison with the list of members and the total number of staff in the Gen Y bracket, the percentages of each group were established. The staff Gen Y list was also used as the main reference to contact staff and ask if they would like to participate in the research. Confidentiality was strictly maintained and the list of staff provided by the University was used for no other purposes.

The third set of survey data were drawn from an NTEU publication in which university staff demographics (from the entire sector) were compared with NTEU member demographics. The data pertaining to university staff were drawn from a Department of Education, Employment and Workplace Relations (DEEWR) report. This data provided supporting evidence of union density in the sector.

The fourth and fifth sets of survey results were provided by the NTEU Victoria Branch and comprise two surveys conducted in 2008 and again in 2009. These two sets of results from the Victorian Branch had identical questions. Several topics in this survey were of relevance including whether beneficiaries of union effort should be required to pay for those benefits, union access to staff, member density and why staff were not members. Many of these questions were reiterated in the NTEU National surveys. The topic of service quality was included and supplemented with interviewees' comments that offered some useful insight beyond the straight survey responses.

The sixth set of survey results were drawn from the National NTEU office survey of 2011 and the seventh and final set of survey results were from a similar survey conducted in 2015.

All reports and surveys were secondary materials and as such were not designed to meet the specific needs of this research however, each source offered data that was useful to supplement and support the evolving themes. Pertinent survey results and data were therefore inserted at each point of relevance throughout the research.

5.5 Interview transcription

All 35 interviews were digitally recorded. Eleven interviews were transcribed by a professional transcriber (December 2014 - February 2015). The remaining interviews were transcribed using Express Scribe Pro v5.63 NCH Software. All transcriptions were done verbatim to ensure none of the depth and richness of the interviews was lost. The transcription used normal punctuation to indicate emphasis, phrasing and inflection. Notes describing emotional responses, interviewees' meaningful body language and gestures and interviewees' intensity of responses (where meaningful) were added in square brackets to differentiate them from the body of the transcript. The interviewees' identities were hidden by re-initialling each person's name using an assigned code.

5.6 Coding and data analysis

Confirmatory codes were generated from the research literature with that literature helping to provide a provisional start (Miles, Huberman, & Saldana, 2014) prior to fieldwork, as well as exploratory codes that developed inductively from the interviews themselves – thus helping the process stay open to what the interviewees had to say and not predetermined about the scope of the research.. Hierarchical code groupings were established based on relationships between data sets enabling the researcher to drill down in more refined detail on each theme. The full list of codes is provided in Appendix C with their descriptions and development process and a sample of the codes is shown below. Flagging of poor data was undertaken early in the project (Guest et al., 2012) with several codes that looked promising at the outset proving to be conceptual cul-de-sacs and were not analysed.

Initial coding tended to be meta-data oriented until the researcher became more familiar with the content and as themes became more apparent subsequent field

interviews became a great deal more focused. As a consequence the later interviews tended to contain less dross and more useful content. The process of developing themes was an iterative one in which themes emerged over the entire period of data analysis, especially as themes emerged and were found to be related to earlier noted themes.

The transcriptions were entered in QSR Nvivo 10 for coding and analysis; refer to Table 5.1 for a sample of the coding used. A complete description of these and all other themes generated for this research can be found in Appendix D.

Name of Node	Created On	Description
Content of Publications	27/10/2014 1:56 AM	*Parent Node: Created after interviews commenced to cover comments about a diverse array of items. There may be considerable cross over with other nodes. This should perhaps be merged with other nodes and deleted or renamed.
Demographic data interviewees	27/10/2014 8:13 PM	***Case Classification: Person Gender, academic or general staffer, member or non-member, Aussie or overseas origin. Volunteering here is: not paid, benefits community, not help for friends or family and NOT UNDERTAKEN FOR PERSONAL GAIN such as to get employment or personal gain either immediately or in the longer term. CASUAL is taken to mean everything that ISN'T permanent; it includes contracts of any sort whether research, admin. or academic roles. NTEU is only for union officials.
Family influence	16/10/2014 4:22 PM	*Parent Node. How family have made an influence on interviewee - also unexpectedly (once interviews began), how the interviewee influenced others in the family. Family includes partners (same sex included).
Family background	27/10/2014 1:04 AM	**Child Node. Parents' work history, interest in unions. Includes partner's history and influence. Nodes were created after interviews captured detail about family. It was to be used to support the category of 'family influence' and make that node easier to analyse but it may be a duplication.

Table 5.1. Sample of Code Book with Major and Minor themes and Classification explanations
*Note: In the software package NVivo *major themes are designated as 'parent nodes' and **subsequent minor themes as 'child' and 'grandchild nodes'.*
****NVivo stores demographic data (Case Classification: Person) as a table. For full Code Book refer Appendix C: Code Book*

The data analysis of this part of the study was modelled on Creswell's (2009) approach; organise and prepare the data for analysis, read through all the raw data (transcripts) and organise into themes, code the data using in vivo terms (using NVivo

software), analyse the data noting relationships between themes and provide a detailed discussion of these themes. Finally interpretations were made from the data.

Recommendations for future campaigns are provided in the concluding chapter. Substantive content on communications programs is offered as an initial guide to garner new members and develop deeper relationship bonds with them.

5.7 Reliability and validity

The initial development of the research questions consisted of identifying themes in the literature following techniques recommended by Guest et al. (2012) and Ryan and Bernard (2003). A draft of the questionnaire was tested on a small number of non-union, non-marketing staff in the Gen Y age bracket to assess that each had a similar understanding of the meaning of the questions. The same testing was also used to ensure that the questions accurately measured the concepts on which the questions were based.

The questions were then sequenced starting with the general ('what do you think of unions overall?') and concluding with the specific ('what publications do you read for leisure?'). As well the researcher flagged certain questions as expendable if time was a constraint for any interviewees. Questions were revised after the first couple of interviews when issues of ambiguity or vagueness arose. To further ensure the accuracy of the questions, the competence of the researcher, and appropriateness of the manner of enquiry and generally to instil confidence into the researcher the first three interviews were conducted by the researcher and the researcher's supervisor in tandem.

There were no inter-coder issues as all coding was completed by the researcher.

Contradictory data were also included in the analysis rather than overlooked ensuring the full complexity of the issues were interpreted in the findings. Direct quotes were used where appropriate also ensuring the veracity of the content and to expose the emergent themes (Guest et al., 2012; Miles et al., 2014).

5.8 Limitations of the research and scope

Although this research was able to effectively explore the area of declining union membership and that of the NTEU in particular and offer insights into possible solutions it was limited in its capacity to explore all possible themes relating to Gen Y's attitudes and opinions about unions and the NTEU. In addition this research does not claim to necessarily be applicable to all types of universities (for example older, well-established,

research intensive universities) nor does it apply in certain situations where for example, the NTEU does not have union coverage of all staff because the Community and Public Sector Union covers non-academic staff in New South Wales. This research was a service industry example of professional people within a particular industry.

The importance of casual employment also deserved a more detailed investigation but the length restrictions of this type of enquiry meant that a decision needed to be made as to what themes were more important and therefore should be included and what themes could be omitted whilst retaining the integrity of the project.

This research brought together two very sizeable disciplines; marketing and industrial relations. The joining of these two disparate areas ostensibly for the first time necessitated the long and detailed exploration of marketing basics: What do the consumers know about the brand? What do consumers like about the brand? Exploration of these questions, and their associated sub-topics were the building blocks for further investigation and so could not be under developed or shortened for fear of missing important factors upon which later ideas relied. Unfortunately it meant that later themes that emerged such as the international union context as experienced by several interviewees was not able to be explored. As well, the interviewee's form of media consumption was not able to be investigated in more detail again due to space limitations, nevertheless the major themes that were revealed provided insights into union membership by Gen Y.

5.9   Human research ethics approval

The Human Research Ethics Committee of Victoria University granted the research undertaking ethics approval and the research is in accordance with Victoria University National Statement of values and principles which state that all research relating to people should encompass the following values; 'respect for human beings, research merit and integrity, justice and beneficence' as described in the National Statement on Human Ethics Research (VU Human Research Ethics Committee, 2015). The following procedures were also adhered to throughout the project:

- Issues of confidentiality and anonymity were addressed (Appendix A)
- Informed consent from the interviewees was obtained (Appendix B)
- Interviewees were permitted to opt out at any time thereby ensuring voluntary participation and,

- A professional and neutral manner was maintained throughout by the researcher.

University ethics permission was sought and obtained and standard ethics protocols were followed as per University policy.

5.10   Chapter summary

The rationale for employing a social research case study approach was provided in this chapter. An explanation for using both qualitative and quantitative methods was offered and a detailed description of the sampling method and questionnaire development was provided. The various stages of data collection were outlined and the reasoning behind each of the stages was justified. The processes of transcription, coding and analysis were explained and samples of the code book were included to make the process clearer. Reliability and validity issues were addressed, as were the limitation of the research. The chapter concluded with assurances that the human research ethics policies of the University were followed.

Chapter 6: Understanding the Interviewees

The first section of chapter six outlines the key characteristics of Gen Y as a consumer group. The sheer size of the Australian Gen Y cohort makes it a desirable market. The chapter then examines the demographic profile of the interviewees. Next the propensity of Gen Ys to volunteer, an important correlate of likelihood to join unions, is discussed. This is followed by a discussion of similarities between those interviewed. The interviewees' family background is then examined with the intent of discovering if it has influenced the interviewee's view of unions. The last part of the chapter considers the interviewees' print media consumption with particular emphasis on magazine readership and interviewees' breadth of magazine exposure and their browsing behaviour is reviewed.

6.1   Gen Y in Australia

There were 3,233,410 Gen Y in Australia in 2010 (ABS2010) with 70 million in the United States (Joeri Van den Bergh & Behrer, 2011). As can be seen in Figure 6.1 this is a sizeable cohort, especially in relation to the Baby Boomer union faithful whose numbers are declining due to natural attrition.
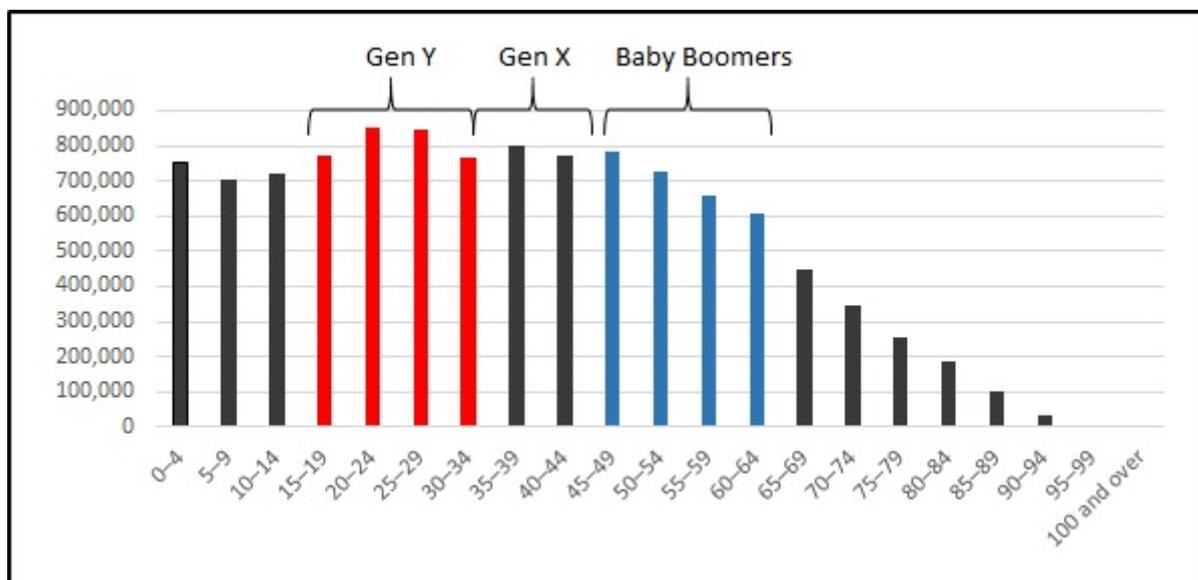
Figure 6.1 Australian Population 2010. This figure indicates the size of the Gen Y cohort (red) in comparison with the Baby Boomer cohort (blue) as well as the declining numbers of the latter. (Australian Bureau of Statistics, 2010)

Due to the size of the Gen Y cohort, it is important to understand how they differ from the Baby Boomers in their attitudes as they are at a stage of their lives where unions need to attract them as members to retain viability.

6.2 Interviewees' Profile

In total 35 interviews were conducted, which comprised four interviews with union officials, 21 Gen Y staff at the University, who were non-members and 10 Gen Y staff who were members. Further demographic details are shown in Table 6.1. and Appendix G.

Academic/general	Member/non-member	Permanent/casual or contract	Number of scoped items which have that particular attribute value combination
General	Non member	Permanent	7
Academic	Non member	Casual/contract	6
General	Non member	Casual/contract	6
NTEU Officials	Not Applicable	Not Applicable	4
Academic	Member	Permanent	3
Academic	Member	Casual/contract	3
General	Member	Permanent	3
Academic	Non member	Permanent	2
General	Member	Casual/contract	1

Table 6.1 Profile of interviewees and number of NTEU officials

All but two interviewees were invited to participate in the research via email and responded to the invitation on their own initiative and so can be classified as self-selected. Two interviewees were approached in person on campus and also agreed to participate. All interviewees were willing to talk about their motivations for joining or not joining and were quite open and willing to explore those motivations. They were drawn from diverse backgrounds; academic/general staff, Australian born/overseas born, and male/female. Table 6.2 shows demographic detail of interviewees broken down by gender.

Description	NTEU Officials		Member		Non-Member	
	Male	Female	Male	Female	Male	Female
Academic	_	_	1	5	5	3
General staff	_	_	4	0	5	8
Total	3	1	5	5	10	11

Table 6.2 - Demographic profile showing number of interviewees as defined by gender

The majority of interviewees were born in Australia and only six were born overseas. Of those born overseas five recounted major differences between their home country and Australia with regard to unions and government structures and the last of this group of interviewees had quite a limited understanding of the NTEU and unions in general stating (ZM - male non-member);

> So, if you can just brief me about, well, what they do. Because I don't know much about it, to be frank.

6.3   Generation Y and Volunteering

An important characteristic of some persons who join unions, is a desire to be involved in collective action to protect the living standards of themselves and fellow employees, described by Peetz (1998) and Hauberer (2011) as having a feeling of sympathy toward unions. Such persons do not wish to receive the benefits of union action, whilst not being a member of a union. A person who does gain the benefits of collective action, whilst not being a member, are often characterised as free riders or free loaders. Persons who are not free riders tend to show concern for others by undertaking altruistic actions such as volunteering (Peetz, 1998). A three step logic connects these ideas;

i)   volunteers show moderate levels of altruism, but higher levels of altruism than non-volunteers (Randle & Dolnicar, 2006),

ii)   altruism is composed of community-mindedness and caring (E. Katz & Rosenberg, 2005) and

iii) altruism could be the "opposite behaviour to free-loading" (Torgler, Garcia-Valifias, & Macintyre, 2010).

Volunteers donating their time and expertise to community organisations are exhibiting altruism and civic mindedness. Volunteering is therefore seen as an indirect measure of community mindedness. The corollary is that a community minded volunteer would be less prone to exhibit narcissistic characteristics, and more pre-disposed to union membership, all else being equal.

The application, however, is not so straightforward in practice. Gen Y are certainly signing up to volunteer, but their motives in doing so are just as often for personal benefit such as using the experience to improve employment prospects by

including it on their resume (Handy et al., 2009) or by gaining experience which is useful to progress their career (Holdsworth, 2010). Volunteering in this research categorised members and non-members equally into three categories; those who do no volunteering, those who volunteer, but expressed that the reasons to do so provide some level of personal gain and those who volunteer, but do not make any mention of personal gain when questioned. Table 6.3 shows the percentages for these categories.

N = 31	Does not volunteer	Volunteers but expressed strong self-gain as part of motivation	Volunteers and expresses importance of community
Non-member	2 = 6.45%	9 = 29.03%	7 = 22.8%
Member	1= 3.22%	3 = 9.6%	5 = 16.15%
Total	3 = 9.6%	12 = 38.7%	12 = 38.7%

Table 6.3 Number of Interviewees who do and do not volunteer

The issue of volunteering does to some extent explain a person's community mindedness, but volunteering is best conceived of as being on a continuum from community involvement at one end and zero community mindedness at the other end. The distinct boxes as shown in Table 6.3, simplify the situation by providing three points on this continuum. The relationship with regard to community and collective behaviour (such as union membership) is complex. As a result, willingness to volunteer, motivated by non-selfish concern for community issues, does not necessarily lead to a propensity to join unions. However, such a predisposition can often be related to joining a union.

Volunteering is used in this research as an indication of people's willingness to be involved in social betterment for altruistic reasons and not motivated by personal gain because altruistic functions of unions and the power of group action are well recognised as part of a union's political and organisational arsenal.

In the United States Gen Y has "the lowest percentage of volunteerism of any group" (Corporation for National and Community Service, 2010). However in other instances the literature can be quite misleading because of a lack of clarity in the definition of 'volunteering'. Many references in trade publications refer to high Gen Y volunteering levels and therefore high levels of altruistic Gen Y employees, but they use an altered definition of 'volunteer'. If the reader is unaware of the latest iteration of meaning for 'volunteer' (especially in the United States), it would appear that

volunteering is at its highest level ever, but a correct review of definitions makes the matter far clearer. Volunteering, historically perceived as the donating of a person's personal time and resources, is not occurring in the same numbers, according to United States trade press such as *Forbes* (Hewlett, 2009).

According to current trade literature contemporary volunteering mainly includes the donating of a person's work time and their entire volunteer activity may be via their employers' paid time and not as traditionally seen as the donation of a person's personal time and personal resources (Hewlett, 2009; Meade, 2014) . The trade literature also does not consider that it is volunteering, when directed toward one's friends, because there is an expectation of reciprocity between the parties so that at some time in the future the provision of time and effort will be 'paid back'. As a result what may appear to be a generation of philanthropists is actually not, and caution must be exercised when reading such comments as "volunteer projects can boost morale and satisfy their [Gen Y's] desire to give back to the community" (Kilber, Barclay, & Ohmer, 2014), when more accurately it is the employer organisation offering pro bono labour and expertise; such as Ernst and Young's program The Responsibility Fellows Program (Kilber et al., 2014). Another example inaccurately referred to as volunteering is university run programs, in which students' participation is a compulsory component of their course. Similarly, in the United States the growing trend is for colleges to provide structural encouragement (such as closing campuses for a day) to facilitate student volunteering (Tulgan & Martin, 2001).

The literature has suggested that to be an active, but unpaid member of a community group was an indication of one's civic mindedness and willingness to work collectively to achieve common aspirations (Haüberer, 2011). Similar ideas are found in union membership literature leading to the belief that people with altruistic tendencies in one aspect of their life would be likely to display those same tendencies in other areas of their life, such as joining a trade union (Haüberer, 2011). The opposite might also be true; people who are highly individualistic with strong narcissistic characteristics (widely recognised in Gen Y) would express little to no interest in volunteering, unless there were some personal gain to be had, and indeed after thorough investigation in the literature for Gen Y, this does appear to be the case in some instances (Twenge & Campbell, 2009).

A successful marketing communication aiming to assist altruistic community volunteering, by members of Gen Y, must therefore contain appeals and rewards for participating individuals. *"If you want to recruit volunteers, focus on what's in it for*

them." (Twenge & Campbell, 2009). This attitude was expressed several times by interviewees. The following comments are typical examples. EW, a female, non-member indicates that;

> Like, now that I hear about this [NTEU], I'm excited to know what exactly
> is in it for me, you know."

NH, a male, non-member commented that:

> And from what I could see or what they were able to explain to me I couldn't
> see benefits for my own situation so I declined to join.

The first of these two interviewees, EW, further explained that the volunteer work she undertook was quite extensive and which involved a major part of her leisure time and that the most compelling motivator was:

> That'll look really good on my – my resume.

She also noted that:

> But in the long term, yes, absolutely, it's going to look great on my resume.
> I've been it last year, I'm going to be it for next year, and so two years of
> volunteer work experience will look great. Yeah, I'm really – I'm really
> keen – keen with that. But that's, um, just about – it's, yeah, I would say it's
> more – more resume than anything else, but, um.

Overall the emerging theme from some interviewees was that volunteering, although worthwhile in itself, also offered significant advantages for them to better their career, particularly at a time when employment prospects were extremely competitive. Responses for those non-members who either currently volunteer or had done so in the past ranged across a continuum from personal gain as the main motivation to personal gain being relegated to a minor level of importance. This latter view of volunteering was explained by interviewees was that it was done as a means either to repay some societal generosity toward them or their family and/or simply done, because it was perceived by them as the right thing to do. A related view to not volunteer expressed by non-members that emerged was one of disengagement with social issues and participation in society combined with life's main focus being on oneself and one's family.

The following comments show clearly that the reason for volunteering is as a means to an end with that end being improved career prospects in the case of IK (male,

non-member), who reported that he was not involved in volunteering at the time of the interview. He noted that;

> I used to do a lot of volunteering, as a means of getting experience in my field while I was at University.

This view was also reiterated by NH, a female, non-member, interviewee who explained her willingness to participate in this Doctor of Business Administration research project was driven by her desire to undertake a Master of Business research project in the future and this would provide a rudimentary exposure to the fundamentals of interview methods.

These types of contributions were described as being less formal and less structured. For instance, a female, non-member remarked that:

> Sometimes I would help out at my daughter's school with different sorts of things like they have a farmer's market about every once a month and I would go down and help take the money at the door and do something that.

She also explained that a lack of time limited her capacity to contribute and this was also expressed by several others. However, several other interviewees noted that it was rather their lack of interest or desire to participate in society matters at all that was a strong factor in their decision to not volunteer. This view was illustrated by UG, male, non-member, who said that:

> But there's definite potential that it's – my non-participation in trade unions and non-participation in community events, that sort of thing, could definitely be linked. I – as I said earlier, and…I don't think we're as a collective society, these days. I – I don't know. I find I don't have heaps of time, so when I have time, I spend it with the people that I really want to…As in terms of family and friends and what-not. And I can't really be bothered [hand hitting desk] putting all this energy and extra time into more community, collective type stuff – I think. So, I just prioritise my time that way. So, it's definitely – I – I'd tie it to us being a bit more individual these days, and…That's how we are as a society. It's not necessarily – A good thing.

The wider relationship between community involvement and union membership was expressed without prompting by UG (male, non-member) who is quoted earlier on this theme and in his work role is closely associated with industrial relations;

> I don't know if it's a very in-depth side or I had a fairly holistic view of what's going on, I get a lot of the nitty-gritty, I guess, the detail that people

out there may not so get involved with. So, I – yeah, get to see a lot of what goes back and forth *[between union and management].*

The rise of individualism and the associated distancing of Gen Y from taking a greater responsibility for social problems has been remarked upon within the research literature (Twenge & Campbell, 2009). As a result, this characteristic of Gen Y members is significant when trying to connect with this group through integrated marketing communications (IMC), such as promotion of union membership.

This view was expressed by the NTEU National President who commented that:

> NTEU President: They [Gen Y] seem to live in a real...   [Pause]
>
> Interviewer: Bubble?
>
> NTEU President: Bubble! And is very much focused on what is relevant to their own lives and this can be because of the work intensification and busy lives but it's probably um, maybe it's indicative of wider issues and the ways that people are um, have become very individualistic too. And so, and which raises some of those concerns people have about are they only joining the union for insurance. Well, so what, I just want them to join. After they've joined then you can do something about it.

The same sentiment of 'taking in' an individualistic Gen Y cohort and reshaping them to be less individualistic is echoed in the literature on religious affiliation in the US. Community focused religions (for example, Catholicism and Protestantism) are suffering a marked decline, while religions that inspire worshippers by appealing to their individualistic nature are experiencing a noticeable growth (Twenge & Campbell, 2009). Speculatively this is because they often provide opportunities for generous servings of self-admiration (Twenge & Campbell, 2009). The corollary is that once people have become parishioners, the group values of modesty, charity and altruistic virtues are inculcated in them to a much greater degree and mitigate against narcissistic tendencies. Reflecting on the views of the NTEU President, Twenge and Campbell (2009), leading authors on the subject of Gen Y, have argued that:

> It's a bit of narcissistic jujitsu; the promise of having their narcissistic needs met brings people into an organisation, but their individual narcissism is ultimately reduced by the organization.

Having outlined the key characteristics of Gen Y with regard to engagement with community and unions, it is important to recognize there are ways in which some of them do engage with the community by volunteering. On the one hand there is a desire to fulfil a sense of supporting the aspirations of the organisations, stated by US (member,

male) as "*a commitment to the ideals of the shop*". The other way is by paying back in some form to society for the benefits they have received. This was expressed by TN (male, member) who stated that:

> My personal philosophy is, if I wasn't in the union I would do those things anyway because it's about reciprocity for me.
>
> I came to this country with my parents who were struggling, come to the land of milk and oranges, so to speak, and you'll have all your needs met and they have been. I've had a very fortunate life. I've had a good education. I have four brothers, so a tough gig for mum and dad to raise four kids in the sixties and seventies and that, ah, a good education, great opportunities, have been a commissioned officer in the Airforce. I had a great job in the university and I had a great career in the public service. Would I have got those opportunities in England? I don't know, I doubt it. Would I have had the great lifestyle I have? I doubt it!
>
> So um, I think it is beholden on everyone who has an opportunity given to them they should try and give something back, so, yeah. That's my rationale of why I do things.

The third area of engagement is that of dual betterment; improved circumstance, knowledge or a pleasurable experience for the volunteer and enhanced resources or production for the organisation. A common territory between some members and some non-members was volunteering. The volunteering itself appears to have a different emphasis differing between the two groups.

Unusual circumstances can also lead people to a volunteer such as US (member, male) who expressed a sense of duty, responsibility and loyalty toward a friend, because he had left a workplace in which they shared job responsibilities. The friend was left holding all the job responsibilities, so the interviewee volunteered his time back into that position until it was properly filled by another.

Another unusual circumstance is the case of NH (female, non-member), who explained that part of her approach to what she deemed to be volunteering was to help her friends resolve problems they were facing, such as industrial issues at their work places. She cited issues such as "negotiating better contracts", "employment issues", "who to talk to if certain responses come up, going through the awards and that kind of stuff". Her assistance also included a Facebook page set up and some associated photography, resume writing, helped friends with post-graduate selection of courses and part-time work, and helping friends with finding internships and career planning. Her understanding of volunteering (helping friends) was not the formal definition (unpaid effort directed at strangers or for a formal organisation), which is outlined by Aydinli,

Bender and Chasiotis (2013). Nevertheless, she is very active in assisting others, especially in industrial relations areas, but has chosen not to join the union, because, as she stated earlier in the interview, that with the existence of the Fair Work Australia Ombudsman union membership did not contribute any additional value.

The example of NH (female, non-member), shows that helping others by volunteering is not always likely to be associated with union membership. Her comments highlight the complexity and problematic nature of attempting to understand Gen Y using willingness to volunteer as an indicator of their altruism.

Clearly the linkage of volunteering and union membership is complex, because within the same generation grouping there is KU (member, female), who describes a similar context of helping friends quite extensively and is also a very active member of the union and additionally is a member of the Branch union committee.

Before concluding the discussion about Gen Y's disposition to volunteer it is worth noting the positive elements that union members expressed about their volunteering experiences, which may offer insights into what gives them pleasure from the activity, which may be relevant for future union marketing campaigns. The positive comments expressed by interviewees were diverse and included 'passion', social interaction, fun and satisfaction of interests. For instance, US (male, member) commented that:

> *[It]* was like my passion. It was just so much fun and it was a really good social scene. I've done some other things as well, the MFU (Melbourne Free University) it's like it's really interesting, I think it's a great thing to do. It is just good to be involved in something so interesting.

Another interviewee, MC (member, male), said that:

> And that was a – it was in WA, so it was kind of a – kind of a -council project while I was doing my PhD. Which I really liked working on, I thought it was quite – quite fun.

And TC (male, member), remarked that:

> Not as much as I was [doing] but more the fun stuff I'm doing; volunteering.

Of those that did not volunteer some gave a lack of time as the reason, however, following interviewees commented that they either did not perceive any value in the various community activities (for example Council run programs) or that they just did not like to get involved. SG (non-member, male), commented that:

> But I don't know, I don't really – I don't get a lot of benefit out of it these –
> or I don't see them doing all that much [sound of hand striking table] good,
> a lot of the community type events. For specific things. Like, things
> organised by the council or what-not, I couldn't really care less about that
> sort of thing.

> For specific, yeah, charity stuff and what-not, that's really [strikes table,
> more softly] important, and I should do some –

The lack of involvement was reiterated by TD, (female, non-member),who states that:

> See, I don't really get involved in all the – you know, all the voting and –

> Everything like that. I kind of keep out of all of that kind of –Stuff that goes
> on. Like, I don't like to get involved, and get involved in campaigns or
> anything like that. I'm not the kind of person that gets involved. I kind of
> sit back a little bit and not worry about what's happening. I kind of just go
> with the flow, kind of thing, so.

Another interviewee, UD, (male, member), said that:

> I think it's [volunteering] a great thing, but for some reason I don't get
> involved, which is strange yeah.

In this section is the multi-faceted nature of the relationship between volunteering, individualism in connection with union ideals and purposes have been analysed. A connection between volunteering and union membership is apparent in the members interviewed, whereas non-members said to be less likely to join and only to volunteer if there is some advantage to them in doing this. In the next section the effect of family influence on the tendency of Gen Y to join unions is examined.

6.4   Family Influence and Background

The family is an important reference group for consumer purchasing decisions. As a result, the research included questions about interviewees' family background. A family influence that is favourable towards unionism has the potential to move a consumer to purchase the product with proviso that the union organisation only needs to make itself available to be purchased through contact with non-members (this is discussed further under sections 8.1.1 Workplace Presence and 10.2 Rationale For Not Joining). With this issue in mind an analysis of interviewees' thoughts and feelings about their respective families influence upon them was explored. This analysis will provide insight firstly into their belief about whether or not the family has influenced them at all and secondly whether that influence was positive or negative toward joining or not joining or away from union membership. From a marketing perspective how the

family influence predisposed the interviewee towards or away from purchasing union membership is explored.

Accordingly the starting point is to establish the relevant relationships or interactions within this environment. In all there are nine possible interactions to be considered which are shown in Figure 6.2.
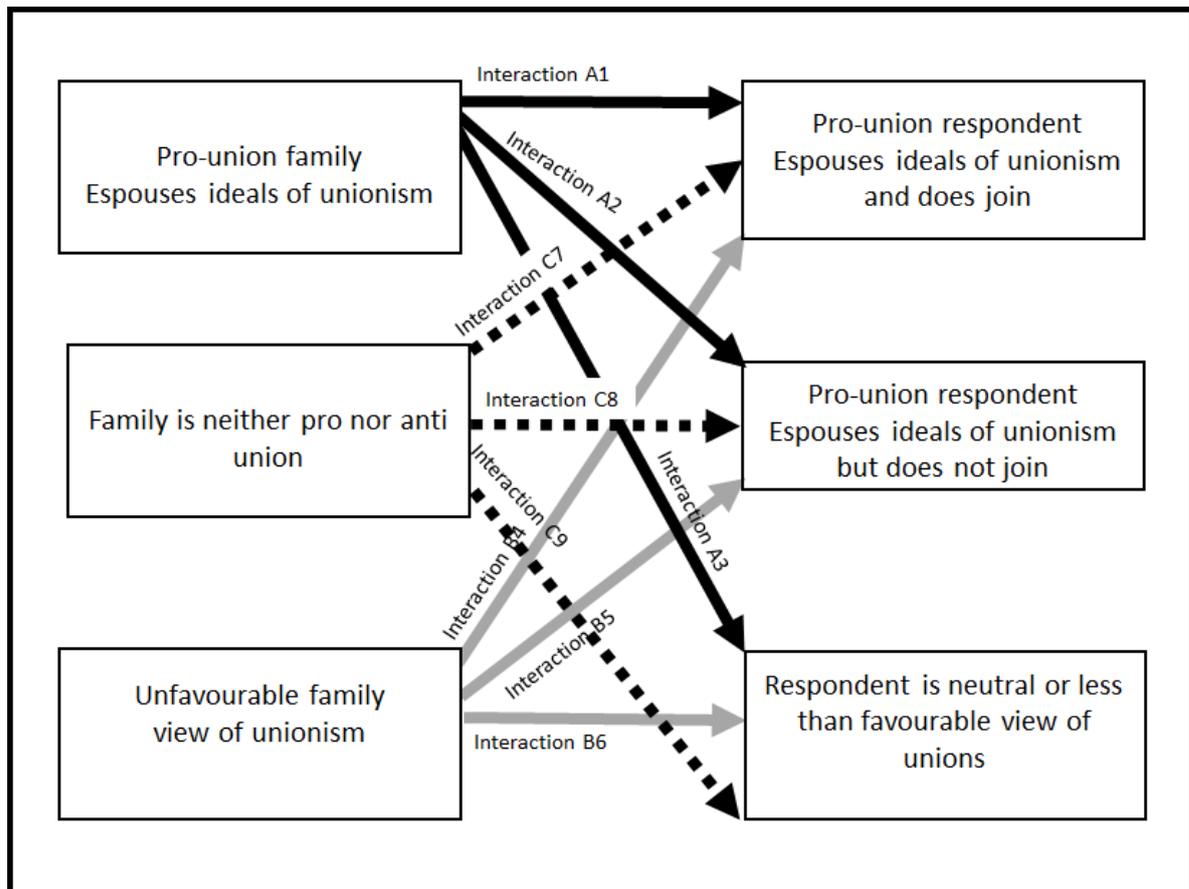
Figure 6.2 Relationship interactions. Note: 9 interactions are identified between family influence and interviewee's current views on unionism.

Interaction A1 is comprised of interviewees who have had a positive view of unions from their family and who hold positive attitudes towards unions and make positive comments concerning them. The following is an example from DF (female, member), whose parents were teachers and union members. She indicated that they instilled in her a:

> Sense of equality… Yeah, so, that feeling probably came from my parents.

Interaction A2 is typified as follows: FN (female, non-member) described a very strong union history in her family and espoused very strong union ideas such as:

My sort of no tolerance policy for some things in the workplace [referring to unpaid overtime of other staff]

However, she was not at that point in time a member. She even indicated that she had been influenced a lot by her family and she commented:

Felt bad saying that [not a member], though, considering I'm not part of a union

It is important to realise as well that she initially expressed interest in undertaking the interview, because her grandfather held official union positions for many years, became the Secretary of an influential union and in that role did much to further the rights of workers. Indeed her childhood recollection was of her grandfather being invited to meet Mr. Steven Bracks, the then Labor Premier of Victoria, to receive an award in recognition of his contribution to the union movement. She also recounted her mother's recollection of her grandfather and although she (the interviewee's mother) was unable to describe his work very clearly, coming as it did from her child's understanding she did offer the viewpoint that she;

Thought that he was a friend with the slaves.

It was noticeable that this interviewee had a vague recall of some union terms but struggled with others, espoused strong sentiments for organised action and collective effort but had not translated this to actual participation by joining. In cases such as these, the marketing challenge may be assisted then by building campaigns around these sentiments which are the echo of an earlier exposure to ideas of collective action and worker rights.

It appears, that in as little as three generations family members can go from avid union participants to barely having an awareness of a movement that does play an important role in society. The marketing challenge then, is not to rely on cultural memory or family held values, as a trigger for awareness of the service category, but instead to build in a safety net by assuming low to no awareness by young workers regardless of their family history. This is especially important if there has been no ongoing marketing awareness campaigns to promote unions as a brand in consumers' minds. Marketing actions must then support, fill the gap or refute negative images and content about unions within the parent to child socialisation process as mentioned earlier.

A lack of conversation about unions in the workplace is also part of the problem

in that it contributes to the perception that unions are no longer relevant in modern society as indicated by IN (Female non-member) when referring to her parents stated that:

> He's not aligned with the union. But my mum may very well be but I actually don't know. It's not something we talk about.

Instead union issues and events need to be better canvassed at the workplace especially through the delegates' network to ensure unions then get an airing in homes and workplaces when workers return home and debrief the day's events.

The next example of an A2 interaction is that of IN (female, non-member), who had been strongly influenced by her union member mother's detailed, systematic and well informed approach to workplace regulation and legislation. Consequently the interviewee believed she could handle workplace issues herself because she claimed she had:

> Always just been a bit sort of savvy with that stuff.

In this example strong union maternal presence has resulted in her believing she was quite competent in managing workplace industrial relations without union assistance.

Her opinion of unions changed markedly to a less favourable opinion during the interview as she commenced recounting various union influenced work events that had occurred at her husband's workplace. At this point she related incidents of ungrateful casual hospitality workers (at her husband's workplace where he was in part in charge of working conditions and 1,500 staff), with such negativity towards unions that that part of the interview is classified as Interaction A3. She recounted how her husband was very frustrated (this is repeated) in his efforts to satisfy the union members who appear to never be satisfied, regardless of what is provided for them through his discussions with the union.

In the next example, what started out as a typical B4 Interaction changes to an A1 interaction, because the parental influence changes and becomes pro-union. Interviewee HI (female, member) explained that her family were very pro-Liberal and not at all disposed to unionism. It was only through difficulties that she and her mother had both coincidentally had in their respective jobs, that they had both joined their unions. She said that:

So, I actually had a joke with mum a few weeks ago going look at the two of us we're suddenly card toting union members. From my own experience I've got a very positive regard to the two unions involved. And in general and I think I have a nicer regard for them, than I probably grew up with based on that sort of experience.

As indicated in the quote from HI, (female, member) a change in circumstances can prompt a change or cognitive review of a prior purchase decision. A reassessment can prompt a change in feelings towards the service and the provider, which in turn can stimulate a change in purchase behaviour. Prompting can occur via marketing campaigns and can be particularly effective, when non-members are unaware of working conditions that do not fully meet legislative requirements or enterprise agreements standards.

In Figure 6.2 the attitudes of a B4 interaction includes hostile family opinions towards unions. When asked if her father was a union member she responded that:

I really have no idea, given that my dad grew up with, his dad was a manual labourer so I would have thought there would be some sort of unionism in there. Both my parents were liberal all the way, Labor and union! [Scoffs]. We are liberal so union suck. To be honest I actually don't even understand where it all came from but I can just remember going back to like the wharfies' disputes when I was growing up on the wharves were closing down. And I can just remember "bloody unions causing all these problems".[Laughing]

Interaction B5 is represented by 1 interviewee, who commented that his parents and particularly his father were disillusioned with all political parties while he [the interviewee] spoke favourably about unions in general. The connection between politics and unions is discussed more fully in section 8.3.2. QN (male, non-member); states that:

I think for the most part unions are great. I think most of them do a really good job, do a really important job.

Family influence which is neither pro nor anti-union provides a more neutral base upon which to build favourable union attitudes.

Interviewee UG (male, non-member) believed that his work role (a role that requires a sound understanding of University's management policy, procedures and industrial relations issues) has heavily influenced his opinion of unions. The familial influence aligns with his work viewpoint and he commented that:

Um, potentially. Yeah, definitely, potentially [Influenced by family regarding view of unions]. I come from a banking family. Banking, finance. Like, my dad is and my brother is, they both work for a bank. And not

generally a union-represented area, I guess you'd say, so. Probably – yeah, I grew up where it wasn't traditional to join a union. I think coming through – more of an influence on me would be coming through university and that, and sort of, I guess, developing a bit more of a rounded thinking of – Trade unions and what – I think that probably influenced me more so – than what my family is. Look, I – I'm not sure of my family's views, but I'd probably differ from them quite a bit, I would say so. So, traditionally, yeah, I wasn't really exposed to it, it wasn't really the done thing. But then once you develop and you come through and you learn, and you speak to different people and go through – I don't know, different subjects at university, you learn different historical perspectives.

Interaction C7, occurs when the familial influence is neither pro nor anti unions, and yet the person, through development of an understanding of what unions do joins a union. This is exemplified by JT (female, member), whose parents decided to undertake an unfair dismissal disagreement privately rather than pay back dues and join the union. She is very actively involved with union actions particularly the campaigning around improving conditions for casuals.

Interaction C8 is best typified by GP (female, non-member), who was from Singapore and explained that in comparison to Australia unions, had a quite different function and purpose. She noted that:

Essentially it is more of a social club than anything else.

In Singapore there is no union of the Australian type that she could have joined. She further explained that her mother's influence on her was based on her mother's propensity to work substantial amounts of unpaid overtime. Her mother explained she did this to make the manager look good and as a result improve management perceptions of herself. As a nurse the mother considered that it was better to complete her treatment of patients on unpaid overtime, rather than being called back to do so. The interviewee explained that she emulated her mother's work pattern based on the same 'mind-set,' and more often than not she stayed late to complete work at the university.

Interaction C9 consisted of interviewees, who in the main thought their parents were not interested in unions or politics, and a couple stated that conversations about unions did not happen in their household as far as they could recall. For instance, GP (female, non-member), stated that;

Because it just plays such a negligible part of our [family] consciousness.

Overall they also held a fairly neutral position about the aims of the union but they perceived that the NTEU limited its efforts to full time tenured staff and that those efforts were bankrupting the resources of the organisation. This perception was held because they believed that the union had protected jobs of full time tenured staff. They considered that full time tenured staff were very unproductive and more a liability than an asset to the university and therefore should not have their jobs protected, but they should be exposed to the prevailing economic conditions of the university.

The analysis of this theme has revealed that those who hold and espouse union ideals but have not joined are a possible psychographic segment or group for marketing of the NTEU membership. The group is also drawn from diverse family influences, but express similar views that are aligned with those of the NTEU and unions in general. In contrast 7 of the 10 members interviewed were classified as A1 Flow, that is, they were exposed to unions as a positive influence in the family home, while 2 interviewees stated their family background was neither pro nor anti unions and 1 interviewee had a family background that was anti-unions. This interviewee joined the NTEU only after needing industrial relations help in her job. Again a serious caution is that the sample is small, nevertheless a table of the number of interviewees, who provided answers to this line of enquiry is presented below.

Family Influence and Union Alignment n=27			
	Pro-union interviewee Espouses ideals of unionism and does join	Pro-union interviewee Espouses ideals of unionism but does not join	Interviewee is neutral or less than favourable view of unions
Pro-union family Espouses ideals of unionism	Interaction A1 8 (1 interviewee is also counted in B4)	Interaction A2 7	Interaction A3 3 (1 interviewee is also counted in A2)
Family is neither pro nor anti union	Interaction C7 2	Interaction C8 3	Interaction C9 3
Unfavourable family view of unionism	Interaction B4 1	Interaction B5 1	Interaction B6 1

Table 6.4 Number and type of Interactions showing tentative relationship between family environment and view on unions. Note that 2 interviewees presented 2 different Interactions and so are counted twice.

More generally the influence of family on potential membership is an area which

may offer useful insights for unions' marketing strategies. As yet family influence is a relatively unexplored field for unions' marketing applications, with earlier researchers more focused on the transmission of union values. Gen Y media consumption behaviours however are very well explored in mainstream marketing research, there is a lack of any understanding of this research by unions in forming their marketing campaigns.

6.5   Media Consumption

This section describes the interviewees' preferred leisure reading materials and compares their print media consumption with Gen Y's national print media consumption as provided from the single source database Asteroid[7]. It is important for the NTEU to establish an alignment between interviewees' reading materials and habits, and the national Gen Y patterns so that future advertising can be carried in publications most likely to be read by Gen Y university staff. A brief discussion about TV viewing, and a description of online content is provided. A description of the interviewees' engagement with news content and their preferred mode for watching the news are provided in the latter part.

6.5.1   Leisure Reading; Magazines, Newspapers and Online Materials

A wide selection of magazine titles were named by the interviewees' as their leisure reading material with considerable variety in the ways, the times and the means of their acquiring the magazines, newspapers and online information. With the modest sample in this research, there was no expectation that there would be much duplication of titles amongst the interviewees' reading materials. However, several leisure reading materials were found to be read by a number of interviewees. The *National Geographic* was one such publication and was read by four female interviewees. The first interviewee, FN (female, non-member) provides these insights with regard to her choice of *National Geographic* and her preferred reading methods, noting that:

> It's [National Geographic] probably the only magazine I do read. Otherwise, I don't read magazines.

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[7] Roy Morgan's Asteroid is the industry standard for commercial research into brand attitudes, consumption and media usage.

Probably [read] hard copy. Because we – well, I used to have them around, have a subscription. Online I find things, you know, sometimes a bit harder to read.

Interviewer: Would you read off a [computer] screen or would you have a tablet?

Oh, some things off of a – I think through emails I get updates as well. So I'd read small parts of articles. That would be mainly on the phone. But that would be more like ads responding to holding some emails. Or, they'll be like, 'You know, we saw this happen. Watch video' – things. I'd watch that. Possibly.

I just don't like the, um – I have a tabletty thing at home, but it just – the internet sites on it don't work that well. Just because they haven't been set up for it yet. So, laptop. Phone they have different apps for. But on the iPads so far I haven't found them [Easy to use]. It's hard to touch things and you've got to touch type everything, so, yeah, I find the phone better so far, I think because it's been around longer.

The second *National Geographic* reader (GP, female, non-member) commented on her change of reading habits and her reasons for doing so, stating that:

GP (Actually, I don't read much, many magazines. I've stopped the women's magazines habit. Just because it wasn't, it is partly money but it is also it is the same information that is being rehashed and, right now I subscribe to National Geographic magazine, but what I'd like to subscribe to is New Scientist.

It is visually arresting, it is also feeding your intellectual side. I have more confidence in what they report than what a woman's magazine will report third or fourth hand from what they read in the newspaper or what the topic is right now and that to me is interesting because how many times can you talk about style and dress.

I have that wardrobe and that is all I really want because I like what I know, so to me reading women's magazines is a lot about consumerism. With capitalism you are basically encouraging people to buy more because it is pretty and it IS pretty but it is pretty on somebody else other than me and then all it does is feed into this feeling of inadequacy and that's what I think female magazines tend to do a lot.

The third *National Geographic* reader (NH, female, non-member) declared that she reads a lot and that includes other magazines such as *Vice*, books (fiction) from authors such as Gilly Cooper and Chuck Conark and news online. She remarked that:

Yeah, I read Vice, National Geographic, they are probably the two and the two I subscribe to.

For National Geographic I read hardcopy, Vice magazine I read hardcopy but they also have videos and stuff they have online but they also have documentaries then everything else is just online.

So all of my news I get online and when I'm reading books, I read hardbacks. I have quite a library at home.

In terms of reading for leisure I read everything so from Gilly Cooper [author], it's really trashy, it's like a British equivalent of Joan Collins [author], really girly. But then I'll read contemporary fiction like Chuck Conark [author] and stuff. I will read a vast array of things.

The fourth interviewee in this readership commented that the stories in *National Geographic* were good and she only reads it in hardcopy.

Three of the four interviewees were non-members and described themselves as persons, who enjoyed reading for leisure. All the interviewees who were readers of *National Geographic* indicated extensive use of electronic media such as tablets and mobile phone apps to access linked materials within content, which is consistent with media consumption patterns for Gen Y nationally (McCrindle Research, 2012). Hyperlinks in the content have high appeal for many interviewees, who indicated they often used such links to move from one source to another following a subject thread. This was the case for HI (female, member), who subscribes to *MacLife* and *MacFormat* (Apple content), but also enjoys the Coles free cooking magazine/catalogue (the most read magazine in Australia)(Roy Morgan Research, 2012). The description of using hyperlinks to move from one source to another is typical of interviewees' use of multi-media. She noted, with regard to this, that:

So there is that and cooking magazines as well

[Subscribe to] only the free ones, because I don't cook very often but even things like the Coles one now has an app so I have a quick flick through that again rather than taking it home. They now have it in the news stand and I have a quick flick through. And I go through and eye screenshot recipes that I like, full whatever so that I can then pull the picture up even if the magazine is ages and ages old and I can't remember where it was that I got the picture and I can jump in the kitchen and go from there. I'm such a nerd!

Overall, the interviewees' most popular magazines were *National Geographic* (4), *Royal Automobile Club Victoria* (RACV) (3), *The New Yorker* (2), *Men's Health* (2), *The Guardian* (3), and the most popular sources of current affairs and news were *The Age* newspaper (4), and *The Conversation* (4).

Some materials were read simply because they were in the house as explained by GB (male, non-member), who said that:

Yeah, I don't buy [or subscribe] No. No. My flatmate does. And I tend to – Piggyback on that. Yeah. He subscribes but doesn't read it –And I don't

subscribe but I read it. Yeah, yeah. So it's useful between us. He normally has – he subscribes to – I suppose he's an RACV member, so they send out, magazines. He doesn't read them at all, but I read it non-stop.

What else is there? There's a few other car magazines and stuff like that he signed up to. And I think he's done some online shopping for some website and they have a monthly magazine – publication they release, and I'm always reading that. You know, it's clothes. But still I read it.

The interviewer asks about onscreen or hard copy preferences:

Uh, hard copy. Um, I get a little bit tired, maybe, seeing it onscreen. If it's onscreen there's too many distractions.

And TC (male, non-member) who reads only one magazine:

Inside Cricket. My wife's parents got a subscription for me for Christmas; easy gift so. I read it during summer. I don't read too many magazines at home. I watch a lot of stuff on YouTube. I've got it on TV; documentaries that sort of stuff.

6.5.2 Breadth of Reading Materials

The interviewees' exhibited a wide choice of reading material as a group, but within the study there were some individuals, who either consumed very little or none. At the other extreme there were individuals, who consumed vast amounts of content. Those who consumed very little media content gave reasons such as lack of time or that they did not want to engage with news or media. MC: (female, member) noted that;

Um, for leisure? I don't read much for leisure any more. I might read websites – yeah, if I'm going to be reading for leisure, it's quite often online or on the iPad.

Lack of time was given as the reason for a reduced amount of reading by MH (female, non-member), who stated that:

But I used to read a lot. But I just don't have time.

In some cases, such as in the example from EW, (female, non-member) leisure reading time was taken up with Facebook interaction and vignettes. She said that:

I'm not much of a news watcher, not much of a magazine reader, but I like, Facebook, I'm a Facebook user.

The lack of engagement for TD (female, non-member) was because the daily events were often too confronting. She commented that:

But I don't read magazines. So I don't like to get involved in all the opinions going on.

Interviewer: What about things like, the monthly magazines like Cleo or anything like that?

No. I don't read magazines at all. Um, I don't really read the newspaper. I don't watch the news. But I mean occasionally I'll see it.

Interviewer: Can I ask why that is?

Oh, because there's so much depressing stuff that goes on in the world that I don't really want to know about it. I mean, if I'm watching TV, then I'll see something that's interesting and then I'll probably want to watch it to see, you know, what it's all about. But a lot of the time, I just don't want to know what's going on.

Yeah, because it's really sad and I don't like to see what kind of world we actually live in. I like to just live my life. And just not get involved in all that kind of stuff. If I see something interesting, I'll definitely watch it. Or everybody's talking about something that's big that is going on, I'd definitely jump on and be watching it every night. But unless it's – you know, just everyday kind of news, I don't want to know.

6.5.3   Flicking and reading

Interviewees often referred to flicking through online and hardcopy text over 28 occasions in the course of the interviews. In general, this is a common magazine browsing method and not limited to Gen Y. Magazines often lend themselves to browsing, particularly when they are multi-authored, content which is offered in briefer self-contained portions, whose purpose is to entertain and their content dates very quickly (Gaipa, 2016). Taking this pattern of engaging with magazines the reading behaviours reported by interviewees is to be expected. Even so, for the interviewees their browsing patterns exhibited in magazine reading is important, because it is also seen in the consumption of content, offered through a variety of other forms such as other print media (for example, newspapers), internet sites, social media, phone apps and email.

UG (male, non-member) comments on his leisure reading, that;

I read a weekend newspaper. Sometimes I flick through a weekend newspaper.

A similar pattern is noted by DF (female, member), who said that:

I used to have a bit of a flick through it when it came in the paper (hardcopy) but I didn't, I mean it is quite long and I don't have a lot of free time at work so I don't, occasionally I mean, I'd look at something, read a couple of paragraphs if it took my interest.

HI (female, member), commented about flicking through Facebook pages, that:

> But with Facebook at least I'm on there and I can go flick, flick, ah, okay, have a quick flick through and it doesn't seem quite as consuming as an email, [in which] we have to go delete, file, whatever it is.

TT (female, member) reiterates that she also exhibits similar behaviour, commenting that:

> I like flicking through a magazine if it is something that I want to read.

Continuing along the same lines IN (female, non-member), comments that she only reads one format and all else receives a more cursory treatment. She said that:

> I read books. That's the only thing whereas everything else even magazines I flick.

Along the same lines KU (female, member), comments that materials can sometimes accumulate and only when the magazines are moved are they opened and looked at, but only in a cursory way. She said about this that:

> I look at the cover and I flick through and I read a few articles generally but this one I know I have a couple unopened now I'm thinking of it, it's probably this, envelopes with union on it that I just stick in the pile and then eventually when I'm tidying up I'll open it and flick through it probably but um, that would be about it.

MC (female, member) also refers to flicking through reading material several times in the interview with flicking the precursor to looking at material more closely. She said that:

> Yeah. Flicking through news.

From analysis of the interviews with the university staff it is apparent their flicking through publications (in this instance hard copy only) can lead to a sequence of them flicking through a source, noticing an engaging 'grab' from a story. Then they may either use a provided link to obtain more complete information or they may search independently on the internet to find more information about the topic. Other interviewees may not commence with flicking, but for many a short piece of writing is far preferable to a long and detailed article, at least at the early stage, when deciding if the item warrants more interest. Within this process all that is needed to satisfy readers is

sufficient contemporary content to stay appraised of everyday affairs. The ideal medium for this purpose of providing smaller 'grabs' of stories or articles are online platforms; especially *Facebook*, *Twitter* and *The Conversation* as noted by MC (female, member), who remarked that:

> I wouldn't mind Twitter. Just kind of little updates with links to articles. Because quite often what that would force the author to do is kind of summarise the main point – so that would, in your mind, even kind of act in that lay language kind of fashion of; What is this all about? And then you could follow it up.
>
> Interviewer: So, it'd give you more of an entry point into the whole area?
>
> Yeah. Facebook not so much. I feel that Facebook is more of a friends and family kind of thing, rather than work. Whereas Twitter I'd only use for work reasons. So, it's kind of in the right environment, or the right space, rather than Facebook is probably personal.
>
> Where you could go and get snapshot bits of information, or have it spoken to you in a video. Also something like The Conversation. I dare say there's a lot of academics who – who read The Conversation and – publishing little stories or even videos they do, now, on that site might be a place where academics are going through anyway.
>
> Yeah. I think that's the kind of, just in my leisure, if I am reading this type of somewhat work-related thing [The Advocate], you just want a little bit of a grab, you don't necessarily need to know the whole story. And if you do want to know the whole story, you've usually got enough to Google it or to come somewhere like this and look at the full picture. It just helps to keep you informed of what's going on.

The Conversation is an excellent source for smaller articles and particularly appealing to the four interviewees, who commented on their usage of *The Conversation* site. MC's (female, member) comments are supported by NH, (female, non-member) who states:

> I read a lot, for instance, The Conversation for example in terms of news and web sites that is my favourite place in the entire world and so I'll read that and then I'll go and read papers off that of topics I'm interested in.

TN (male, member) goes a step further and explains how *The Conversation* and online *Guardian* can be connected with Facebook, noted that:

> Um, you know, the classic would be, you read an article and you think it's great and you want to respond back and give some feedback to the author. At the end there's their contact details you can click on it and say, send an email very quickly, hey I just read your article, it's fantastic, I really appreciate your comments but have you thought of this point? It is

something I do with The Conversation in the e-newspaper we get. I've made several comments. And the same with the online Guardian. It also allows me to link it to Facebook so my friends can see what I'm reading and saying.

Insights were also provided by the National President, about the NTEU's attempts to utilise *The Conversation* as a platform to inform readers about important issues in the sector, such as the proposed introduction of higher university fees for students. She also notes that a platform such as *The Conversation* is not necessarily seen as not coming from the union and hence being independent of it. She said that:

Oh, okay, well that's interesting because I've talked to the young, very young woman, who is the Editor of the Higher Ed. part of the higher ed. policy or education part of The Conversation who um, is anti-union, doesn't actually understand why anyone would be in a union unless you work on a building site so doesn't get it at all, has been a journalist, never joined the union as a journalist, even though she said yes, well I said did anyone ask you to and she said oh, yeah, yeah, yeah, as soon as you start the job people ask you to join the union as a journalist. Then I said well, I want to write, why can't I write [for The Conversation], and she said, no, no, The Conversation won't print anything from the union because you're not in a university. You have to be in a university to write anything.'

She continued her comment, saying that:

Yeah, so that's the attitude. But um, and other people can too, it is actually more useful if other people write things which are pro-union and it's not coming directly from the union and it gives you the bite sized chunk to then go I might like to go find out some more.

The quote from the NTEU President also indicates that *The Conversation* readership is likely to follow a two step approach as part of their media consumption by following up with further information.

6.6   Chapter Summary

Chapter six provided a profile of the interviewees and explored their motivations for volunteering. The concept of volunteering was further analysed in order to explain that volunteering could be for personal financial gain or career advancement as distinct from an altruistic desire to engage in community activities. It also examined the linkages between people's propensity to engage in community activities and their likelihood to be a union member. Family influence on developing a favourable or unfavourable

viewpoint towards unions was examined and nine types of interrelationships between family background and a propensity to join a union was explored. The chapter also identified a three stage pattern in interviewees' consumption of printed and online materials. The first stage describes their preference to flick through hard copy and electronic pages in many communication mediums. Once an interesting item is discovered it is read more closely, constituting stage two. The final stage is the activation of available links or seeking further information on the internet.

Chapter 7: Interviewees' Category Awareness and Brand Knowledge

This chapter aims to explore interviewees' awareness of unions as a category, the NTEU as a brand as well as their attitudes to the NTEU brand name and its livery of artefacts. Interviewees were asked what they knew about unions overall followed by what they knew of the NTEU to establish awareness levels.

7.1   Interviewees' Category Awareness

Before embarking on any promotional endeavour it is important to assess the environment for areas that have the potential to develop into lucrative markets. Service providers also benefit from regular research on current markets to ensure current marketing programs remain relevant. In order to test the relevance of their marketing the NTEU National office conduct surveys of members (non-members are permitted to respond) across the sector every few years. The NTEU National Office survey provides information about both union and non-union workers' views concerning the role of unions. The questions with which this research concerns itself are listed in Figure 7.1 and Figure 7.2. The data are collected across the entire university sector, without making any differentiation between age brackets, so these data must be used cautiously when making assumptions that relate specifically to Gen Y. Nevertheless the content of these figures provides a context for understanding the overall viewpoint of university workers towards unions.
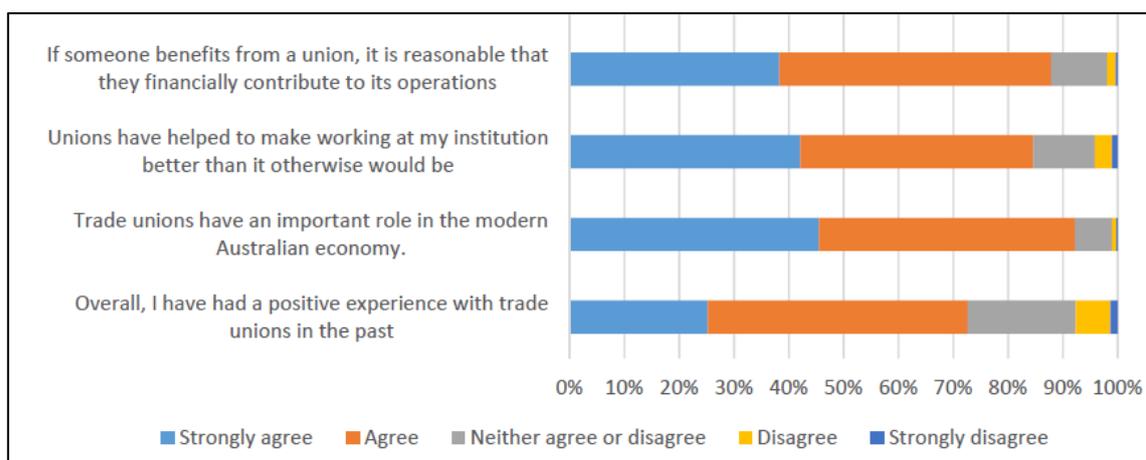
Figure 7.1 NTEU members' opinion about unions in the workplace. (National Tertiary Education Union, 2015c)

A higher proportion of members agree with all the statements in Figure 7.1 than

non-members in Figure 7.2. Despite fifty per cent of non-members claiming that if one benefits one should pay to receive benefits from the NTEU's efforts, they have not as yet paid and bothered to join. Their attitudes appear to be contradictory. The other three questions elicit a more positive response from non-union employees about unions, but they are considerably more likely to have a 'neither agree or disagree' attitude compared to union members.
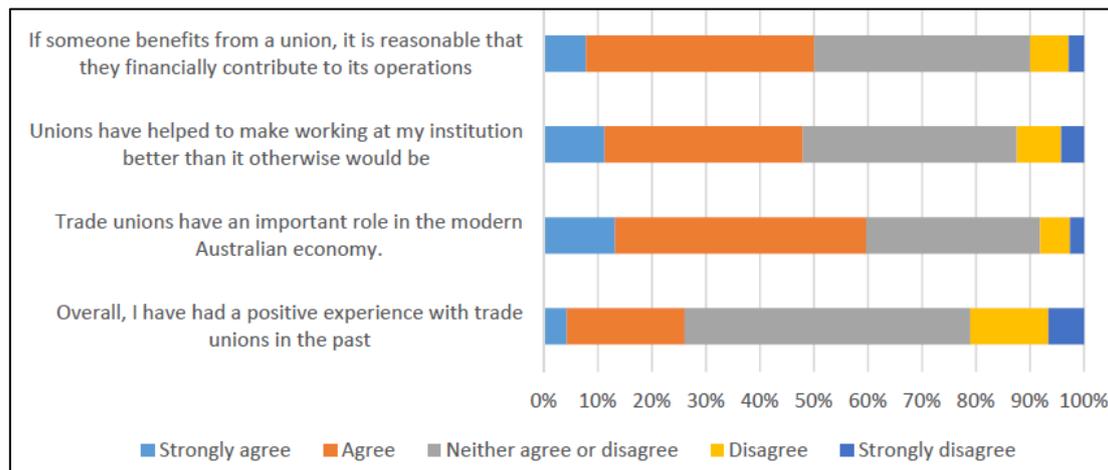
Figure 7.2 Non-Union members' opinion about unions in the workplace. (National Tertiary Education Union, 2015c)

Figures 7.1 and 7.2 provide a context for a more detailed discussion about the NTEU's efforts and brand image in Australian universities. The following section analyses this issue more closely as it pertains to Gen Y.

7.2   Product Category: Just How Much Do You Know About Unions?

Interviewees were asked an initial question about what they knew regarding unions overall, to ascertain their understanding of the product/service category and to establish from the outset any noticeably favourable or unfavourable attitudes and also the level of perceived value from union membership. Perceived value is recognised as an early step in the creation of brand equity, which is itself the basis for purchase intention (Aaker, 1991; Chen, Chen, & Huang, 2012).

Prior research has established that there exists a brand attribute universality for Gen Y; their favourite brands share the same attributes of being cool, real and unique as well as offering self-brand identification and a sense of happiness for the consumer (Joeri Van den Bergh & Behrer, 2011). However, how these attributes are manifested in

different product categories is less clear.

Although there are a few small difference across nationalities, overall these same attributes are deemed important (Kacprzak & Dziewanowska, 2015) globally as indicated in marketing research from Van den Bergh and Behrer (2011). Any brand planning to increase its popularity with Gen Y would therefore do well to adopt a strategy that straddles all of these attributes. The marketer, in order to do this effectively, must know what attitudes and beliefs are key in creating 'cool', 'real', 'unique' and must understand what happiness means to this generation. Identification of such attitudes lends to developing a tightly configured marketing strategy with strong appeals for Gen Y. To gauge interviewees' attitudes to unions in general and the NTEU in particular, a series of questions pertaining to family history, knowledge about unions generally, their knowledge of the NTEU, sympathies for employers, the influence upon their beliefs by the media, attitude toward collective action, experience of unions in the workplace, and the influence of the media's reporting of union activity, were posed.

The question, 'What do you know about unions?' opened a Pandora's box of issues that included on the positive side, the representation of workers, their role in explaining complex industrial relations issues to employees, their ability to offer an alternative view to management, the power of collective action and their affiliation with the Labor Party. However, some interviewees' also expressed a negative view of unions commenting that they had no relevance and could not offer benefits for workers. A further negative view was of the perceived reduction of employers' capacity to function because of a curtailing of power as a result of union action. Unions' affiliation with the Labor Party, which was stated earlier as a positive aspect of unions, was also regarded by some interviewees as a negative relationship (by some non-members and by some members).

Posing the question 'What do you know about unions?' revealed a clear divide between members and non-members. The members' understanding of unions ranged from being quite extensive, with several interviewees active participants on the Branch Executive of the NTEU, to a more general understanding arising from awareness of union activity and email communication to members. The situation was quite different for non-members with four stating that they knew a little to nothing about unions overall and nothing whatsoever about the NTEU. Of that number three were born overseas. The three respondents who were born overseas commented that the situation in their home countries was quite different from that in Australia with regard to unions and labour law.

The remaining interviewees (14) demonstrated as a minimum an understanding of the fundamentals of unionism with some showing a much deeper understanding and being able to discuss the role of the Fair Work Australia Ombudsman and the Fair Work Commission's role in arbitration. The crucial point from the marketing perspective is that of the 21 non-member interviewees, 10 stated they knew about unions overall but none could say they knew about the NTEU with any confidence. Further, many within that group of 10 stated they knew nothing at all about the NTEU.

Two non-member interviewees believed they were ineligible to join, but this was not the case because they were eligible. On further probing one revealed they had been incorrectly advised about membership eligibility by other staff and since the NTEU had not tried to recruit her the misconception had not been corrected. IN (female, non-member) noted that:

> And, I'm not eligible for that particular union so that kinda explains that more specifically because I'm not a registered teacher.

Even with a regular union workplace presence the second interviewee's (TD, female, non-member), misunderstanding about membership went unnoticed. She commented that:

> So, I've been at the uni. for four years, and one year of being full time, and every time the union people came in –to the office –I'd be like, 'Well, I'm casual, no point in joining up.' And so I just said no, straight away, because I didn't think – I thought it was only for full-time staff members. Well, that's the perception that I have of them.

Membership drives by unions rely on personal selling, made easier by at least some early brand recognition by the target market. However, when this is not the case recruiting is made far more difficult, when the selling opportunity must begin with basic education and the time available is sacrificed to that education. The need to prepare the target market, graphically illustrated in the image of the Man in the Chair who does not know the company or its product, with information about the product category (trade unions), the brand itself (the NTEU) and to create a strong and exciting positioning strategy is vital. Given that the NTEU was a complete unknown to ten interviewees would be a major concern to marketing communications managers and points to a need to understand and rectify the situation.

Considering trade unions' recruitment activities from a marketing perspective, it

is important to recognise that they are constituted of members, who have as their prerequisite for membership, employment in the appropriate industry and resultant legal coverage by the industrial award for that industry. A trade union is, therefore, an organisation that solely dedicates its attentions to the workers in that sector, creating a clear demarcation line for market segmentation. Typically a Marcom[8] Manager's prime goal is to create top of mind brand awareness in a particular product category, so that particular brand is the first choice for consumers, when purchasing within the category. However, in the case of unions such brand awareness is limited due to a particular union covering employees in the sector in a lot of cases. This apparent lack of direct competitors may on first inspection appear to make union marketing that much easier. Indeed, at first reckoning it looks as though for university staff the NTEU has no competition, but on closer inspection the other alternatives at least for advocacy services and industrial advice include options such as industrial protection offered by legal representation, representation offered by government agencies or a do-it-yourself – self-representation package.

However, advocacy is by no means the only service offered by the NTEU. Such services are broad based and include travel to and from work insurance, publications, discount services, and a taxation guide. There are however, many other competing options for university workers' discretionary income, both within and beyond job protection categories. The marketing strategy must cut through the clutter of all these very diverse competing options with a clear message that the NTEU is the leader in job protection, advocacy and the prime representative of university workers' concerns to university managements and governments. In addition, the message must remind staff that the NTEU is the main force for providing the opportunity for staff to have a happy and satisfying career due to good wages and conditions. The message, in order to be consistent with Gen Y's preferred type of brands as discussed earlier in chapter six, must be communicated as cool, real and unique, as well as offering self-brand identification and express happiness. This issue will be discussed further below.

Members, who were actively involved in the union, such as sitting on the NTEU Branch Executive, were able to clearly outline the basic purpose and function of unions and showed an extensive understanding of the issues confronting the union. KU

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[8] The formal title now used in Marketing Departments for the Marketing Communications Manager

(member, female) who explained that a great deal of her current understanding of the purpose and workings of the NTEU only came about once she was an elected official on the Branch Executive.

Two issues arise at this point; the first is that the marketing effort is focused on recruitment and not necessarily the attainment of high engagement of members with the union. This is fully appreciated by the NTEU National Assistant Secretary, who commented that real activists compose only about 5% of the membership and that the level of activity would be quite acceptable to most branch executives. The second issue is that familiarity with the functions of the union in an active role engenders knowledge and understanding rather than the reverse - that prior knowledge about the NTEU leads to active membership. As a result it would seem a prudent use of resources to not attempt too much by way of educating Gen Y university staff about the general purposes of unions or to provide more particular information about the NTEU as an organisation, but rather in line with the opinions of the NTEU President and Twenge and Campbell (2009) to sign them up first and worry about shaping attitudes and beliefs about the union's purpose after that step is completed. Hence an effective recruitment strategy would be based on the notion of 'what's in it for me?' and would emphasise member benefits, especially those that were not available to non-members. However, the marketing literature warns against negative brand publicity, which unions often experience (see below in section 7.4 Image and Image in Media). So, despite the views of the NTEU President, it may be dangerous not to provide at least a rudimentary degree of positive information about unions and the NTEU to the target market.

Another issue with regard to how unions present themselves was raised by an interviewee, US (male, member) who believed that too much emphasis had been placed by unions on their historical role in developing improved working conditions, but he noted that the true focus should have been on the future, commenting that:

> They [union stalwarts] always point to the history and the important role it has played in history and the future but it seems like there is a huge amount of cynicism and scepticism about the union movement at present too much reliance on history and the nostalgia rather than enough work being put into developing a vision for the future.

However, he did comment that part of union promotion strategy should consist of on-going communications to the target market about the achievements by unions generally and the NTEU in particular. He said that:

> I think the strategy of pointing out all of the good things that unions have achieved is a good one. I think that has been done across the board pretty well. And I have got this tea shirt at home that says like "Victorian Workers the people who brought you the eight hour day" and stuff like that. I think it is really important to remind people that all of this stuff you didn't just get it because you are so special or great.

The glaring gaps in some interviewees' knowledge about unions, noted above, should be a major concern to unions in their attempt to recruit members. Interviewees' knowledge gaps indicate that at least the rudiments of union purposes, functions and structures would be worth communicating, thereby ensuring overly negative publicity would be less likely to gain a foothold. Some of these knowledge gaps were revealed through interviewees, for instance, LE, (female, non-member) questioning the interviewer about such things as the difference between Fair Work Commission and unions. This was especially so in the case of overseas interviewees, who requested that the interviewer explain to them the nature of unions after confessing that they knew little to nothing about unions in Australia. However, low levels of awareness did not appear to be confined to any nationality or ethnic group. Australian born interviewees also showed low levels of basic knowledge about union functions and membership eligibility. One Australian born interviewee (EW, female, non-member) who explained that as she was also a student as well as a casual staff member, said that she had recently become involved with the student union and that it was quite a revelation that such organisations as student unions and other industrial unions existed: She commented that:

> And it's very interesting to find out that I'm actually supported by a – a union.

Another misconception about how unions functioned was revealed by MH, (Female, non-member) who, after being told that NTEU membership was not free, expressed the belief that her employer might pay for union membership. Such a view ignores that unions and management hold an opposed political and economic stance.

Another interviewee LE (female, non-member), responded to the question "What do you know about the NTEU?" by saying that:

> I've no idea what the union here does.

While another interviewee (GB male, non-member) replied:

> Absolutely nothing.

A third interviewee, (NI, non-member, male) suggested the Union was a government facility as shown by their comments about the NTEU web page. He commented that:

> [The NTEU web page is] certainly a government website.

Other aspects of mis-information about the NTEU are considered in section 7.3.1).

To achieve better understanding of union by non-members, 'grass roots level' dissemination of brand information, using multiple media vehicles would reach them as they currently receive little such information and would make a start on developing a positioning strategy about the brand which is available to represent them.

Such basic union knowledge was discussed by an official NTEU recruiter, who at the time of the interview was actively undertaking workplace visits specifically to recruit new members. He notes that:

> [Recruiting] can get better as we learn how to present the unions in a better light, how to get more material out there to turn people around, to inform them there is a union. First of all there is a union, what a union does. Sometimes we take it for granted that people even know what a union is, there are some that have never ever heard of one so sometimes you have to go back to the basic forms. You're not taking away anyone's intelligence when putting that out there but it doesn't hurt to put a bit of a history out there... You can actually get the basics out there and it's very informative for people to read and you know stuff like that can make its way onto coffee tables as reading stuff and you can actually get the union name out there while informing people in a fun trivia way.

The recognition by the field recruiter of the existence of people, whose lives may never have been influenced or even touched by unions is shared by senior union officials and other staff. However, many union officials enter into union roles via an industrial relations or economics background, in which there is little attention placed on marketing strategies and as a result their perception of union membership problems are framed in an industrial relations or economics paradigm.

Non-members' lack of awareness could also potentially be a positive situation for union membership growth through the recognition of an untapped market. For some non-members their unwillingness to join is not because of a negative opinion about unions. Hence, if a favourable account of unions was provided and they were invited to

join they might indeed do so. This view is consistent with Bulbeck and Bailey et al. (2010; 2008), who note that non-members do not join, because they do not know about unions and the union's role at all.

The well-informed non-member is the last group to consider. They have made a deliberate choice not to join, which in some cases is based on their understanding of unions' roles, their perception of unions in general, their perception of the NTEU and their judgement of the value they believe can be had from membership.

It is important to recognise the diversity of reasons for non-membership which relate to their understanding of the union's purpose or other areas of their union knowledge. In some instances choices made to abstain from joining were influenced by their personal circumstances such as IK (male, non-member) who explained that:

> Umm look I haven't made a deliberate decision not to join, it's been more, I'm at this stage of my career where I'm going from short contract to short contract, you know can be in different industries, so I guess at the moment I don't really see the point.

This interviewee was well versed in union purposes and roles within the workplace which stands in stark contrast with those interviewees who were in some cases oblivious to the industrial climate of their workplace and the specific actions undertaken by the union. It is to these instances that the investigation now turns.

7.3   An Undiscovered Country – NTEU Campaigns, Policy and Information

Some interviewees (members and non-members) did not realise the scope of union campaigning and lobbying, as well as some of the everyday business of representing staff to management, negotiating terms for redundancies and engaging management in Fair Work Australia Hearings on behalf of affected members. Some member interviewees were also unaware of additional functions of the union branch in this research, including; representing university workers in workplace meetings with management and the role of the National Office representing the sector to the public, discussing issues with senior university management and the Federal Government, and advising branches on negotiation strategies to achieve a base level of national standards across Australia. Also the National Office of the NTEU has taken up the fight on behalf of tertiary students to resist Federal Government attempts to further increase university

fees. Broader functions of the NTEU include campaigning strongly for the ideals of fairness and the importance of education, especially as universities become more and more commercial entities. Interviewees were unaware of many of these functions, even when many of those functions played out on local campuses with actions involving their colleagues to some extent. The most prominent of these unnoticed activities of the NTEU will be analysed in section 7.3.1, below, in the context of discussing the importance of brand presence.

Successful marketing tends to include promotion of positive responses to a brand by customers, by communicating to the target market via testimonials or press releases. A failure to promote successful action by the local NTEU branch is exemplified in the case of an interviewee TD (female, non-member) in which she gives her perspective of the NTEU's industrial activity during a period of restructuring and subsequent retrenchments. Her account describes a situation in which the union appeared to take little or no action. However, the actual activity and subsequent outcomes of the NTEU involvement, (as witnessed by members of the Branch Executive reported to members via email updates) included negotiation with management, the overseeing of management compliance with the Agreement and advice to individual members. These actions resulted in no members being forcibly retrenched, correct application of the Agreement terms by the university and individual members, when willing, accepting correctly estimated retrenchment packages.

She, however, did not know about the positive actions taken by the union which minimised adverse effects on all staff through a turbulent period of restructuring and retrenchments. She said that:

> So, I can't really say if they're too high [membership fees], because I kind of just don't even, like, listen to what they've got to say. Because I don't really see anyone that benefits from them. Everyone I've spoken to goes – oh, well, they – you know, don't see much coming out of it anyway. So that's why I haven't joined. If I could see it actually benefiting other people and see them – you know, see them actually helping people and making a difference, and then I would possibly join, but I don't see –anything. I mean, if I was in [sic] tradie, I would definitely join, because I see them helping them all the time, but –in this industry, no.
>
> Interviewer: What do you think the union presence is in your workplace?
>
> TD: Um, well, I know they obviously do something, and they try to help – like, we're going through a lot of structural changes. But –I don't even see them helping these people that are going through the changes, anyway. Because a lot of people keep losing their jobs, or having to reapply, and I don't even see them stepping in or making the changes, or anything like that. So, I don't even see –a difference, if I was even a part of it. … I don't think

they're doing anything for them, so that's why I don't think –they would do anything for me.

The interviewee's repeated comments about no benefits and no help from the NTEU for staff indicate how bad for staff the situation had been in her view. The extended quote also allows the reader to fully comprehend the sincerity with which her insights are offered.

Given that there were no members forcefully retrenched, and management properly adhered to the enterprise agreement there is a marked difference between the interviewee's account and NTEU actions taken to support staff. A breakdown in communication has obviously occurred between the staff member (TD) and the NTEU Branch. Some of the reasons for this situation are that, the interviewee is not a member of the NTEU and so would not have received email updates on the state of negotiation from the NTEU. She also indicated earlier in the interview she did not know what unions do which would not have helped her understanding of the situation. If key NTEU officials did visit the workplace she would not have known them. Additionally if there was low union density and/or low union activism in the interviewee's department this would result in little to no office chatter about the NTEU's involvement in negotiations.

The NTEU for its part, communicated to members and occasionally to non-members via email, but without finding other avenues to send full blown recruitment materials or items of information to non-members enticing them to join, this action is not likely to achieve much. The NTEU's limited marketing effort is hardly surprising, since the period in review was extremely turbulent and required all the union's resources to protect members' rights. From the union's account the union's delivery of their service on behalf of members was excellent. However, by not being able to leverage this series of service events through a public relations or personal selling promotion much of the recruitment potential was lost.

As indicated previously, Gen Y are a cohort that has a strong self-orientation, combined with their sense of immediacy, which makes marketing communication more difficult. Hence marketing has to address their need; 'What can they do for me' and also be relevant to them immediately, rather than being available for long term future needs. In relation to the situation discussed earlier in this section regarding restructuring and redundancies, the NTEU's marketing message should carry a note of urgency and appeal to Gen Y's need for a brand to be 'real' by demonstrating the NTEU's already

established authenticity (role in supporting staff over a number of years with restructures, by representing and protecting staff conditions), and the second item in the CRUSH dimensions, 'happiness' should be used to engender a sense that through the NTEU's actions harmony and a secure workplace will be regained (Joeri Van den Bergh, 2015). A more complete application of the CRUSH framework and discussion about fitting media channels and vehicles will be explored in chapters 11 and 12.

Interviewees were asked about a variety of campaigns and areas of union activity by looking at banner headings on the NTEU website at the time the interviews were undertaken. Although the NTEU is active in many more topics and areas than were shown on the website, this was considered a useful list to test an interviewee's knowledge about NTEU activity. From that list the lesser known, but not any less important, services provided by the NTEU including representation of Indigenous People in the sector, active campaigning for better conditions for casual workers, and national campaigning to oppose the increase of students' university fees are shown on the website. Crucial issues such as enterprise bargaining are also shown on the website, However several interviewees' level of understanding about enterprise bargaining was very slight with one interviewee (SQ male, non-member), who commented that he:

Had heard whispers about it.

A second interviewee, (TD female, non-member), did not know of enterprise bargaining at all while a third (GB, male, non-member) also was not aware of it, a fourth (UD, male, member) had extensive knowledge about enterprise bargaining, but although a union member did not realise that each stage of bargaining is voted on by the members at meetings prior to the NTEU's bargaining team putting it forward to management.

Staff confusion about the NTEU's operations are sufficient in themselves to cause a Marcom Manager concern, but even more concerning were the incorrectly held beliefs regarding the union's activities, funding sources and the misconceived idea that the union was unable to assist members during organisational restructures. Addressing negative or incorrect beliefs is important, because they help to shape consumers' attitudes and from their attitudes their behaviour is also influenced. Section 7.3.1 next addresses the formation of negative attitudes using the Tri-Component Model of Attitudes as a framework.

7.3.1 Not quite right and the problem of brand misinformation.

Consumers' attitudes towards a product or service brand, shape their purchase behaviour, so it is vital that accurate dissemination about that brand occurs. However accurate information can be hard to manage especially when the following conditions apply;

i)   the product or service is complex,

ii)   the sales cycle is long, such as the purchase of union membership (and therefore many intervening factors have a greater opportunity to influence the consumer),

iii)   there are many opposing opinions in the media (such as bad press about union activity), and,

iv)   there is a deficit in promotional materials with content to fill the informational void or when that material is unsuitable for the target market.

Several of these circumstances occurred and interviewees gave an account of four different forms of misinformation about the NTEU that was not corrected by any other promotional content.

Two interviewees mistakenly thought that the NTEU had some affiliation with the government; the NTEU received funding from the government (NI, non-member, male) and also received resources (UD Male, member) and while it is important to remember that the Labor Party in Australia had its inception from the union movement, more recently those ties have most certainly loosened. Another interviewee suggested that the NTEU had the power to make management decisions within the organisation (TD female, non-member) and appeared puzzled and somewhat frustrated that they apparently had not "*stepped in*".

Further examples include GB (male, non-member), who believed that his father whilst working as a taxi driver must have been a member of "*a couple of unions for that*", when it is extremely unlikely someone would pay two sets of union dues. The next example is from IN (female, non-member), when recalling attending as a child a union event with her mother that it was "*a union or just a general university strike*" which suggests that the interviewee's understanding may not be clear about the union's role. The final example is that of NI (male, non-member) who believed that union members had been mandatorily directed not to participate in the performance appraisal process or

staff development programs, and he believed that all the while non-union members were able to participate.

He, (NI, male, non-member) summed up the situation by commenting that:

> To be honest I don't like them [the union] very much because as a manager of staff they did something last year that I again thought was weird. They put a freeze on staff participating in professional development.
>
> The Staff Performance and Development Program, that was a bit weird because the people that I manage, that effectively, some of them are union members and some of them aren't. So for the union members they were told that they can't participate in development and the non-union members were told that they could. So then it kind of made the non-union members be able to accelerate faster in their careers than the union members. So I found that a challenging situation to manage.

However, what occurred was quite different to his understanding of the situation. The NTEU, after a members' vote, had agreed with management to put a hold on the performance appraisal process because both sides had agreed that it had become unwieldy and also that it was perceived (by both sides) to be of little value, especially so to academic staff in the way it was structured at the time. After extensive discussion both sides also agreed that it would be detrimental to staff seeking promotion, if they were not able to undertake a regular performance appraisal process and so abstaining was introduced purely on a voluntary basis. Management supported the decision, because managers had also complained that the system was unwieldy, extremely time consuming and showed insufficient benefit for staff or the organisation. Neither the NTEU local branch nor National office has access nor permission to communicate with the entire University staff. Consequently union communication only went to members and non-members did not receive an explanation of the circumstances from the NTEU. However, non-members received emails from management explaining the situation clearly and accurately. Such arrangements are not common and so it is understandable that not all the nuances of the arrangement was accurately comprehended by staff. In the case cited above the interviewee went on to explain further that the voluntary option was: "*I think that was like buried.*"

It is possible to see from the earlier examples, how misinformation did lead to inaccurate assessments of the NTEU's degree of sincerity towards staff (thereby violating the self-identification component of the CRUSH framework). Examples discussed about the union's role could in part be remedied by the use of personal selling, in which the union representative could address both complex and sensitive issues with staff. For this

to take place staff and union representative must have the opportunity to meet and so the discussion now turns to the type and degree of NTEU branding in the form of public relations and personal selling in the workplace.

7.4   Chapter Summary

Chapter seven addressed research questions three and four. Question three was concerned with Gen Y consumers' perceptions of trade unions as a product category. The findings indicate that unions are often perceived as an important element in society because they keep a rein on managements' excesses. Gen Y interviewees believed that without unions' influence wages and conditions would deteriorate. Nevertheless, they also perceived unions as trouble makers and the cause of reduced economic prosperity for universities.

Research question four concerned itself with the specifics of the NTEU's brand attitude and Gen Y's perception. The majority of non-members were unaware of the NTEU's presence and its industrial relations role or the benefits that the NTEU had secured for staff. Interviewees that had some perception of the NTEU in the main, considered it to be a rational and professional organisation. Members of the NTEU, who had had more exposure to the organisation, had a range of opinions. Some had a strong sense of being looked after by the industrial staff, while others felt the NTEU could do more. At the other end one of the scale one interviewee felt so poorly supported as a casual and professional staff member that they resigned their membership. The chapter revealed areas that the NTEU could improve its brand attitude.

Chapter 8: Brand Image

Chapter eight examines a range of issues relating to the image of the product category of unions overall, followed by an examination of the brand image of the NTEU. The chapter opens with an exploration of whether unions generally could be perceived by the public as having a white or blue collar image and whether the description of 'pale, male and stale' is a fitting characterisation of them by the public. The NTEU's workplace presence is then examined, particularly in terms of the level of visits by union recruiters and delegates, and also in terms of the tools used to maintain the brand uppermost in consumers' minds are also reviewed. In particular creating a positive brand image by communicating via out of home advertising, especially with regard to NTEU posters in the workplace, is explored. Since the union Branch in this research employs posters as part of its communication strategy with university workers, it is important to explore its effectiveness, toward creating a positive brand image. Next, negative viewpoints about unions such as unions being thought of as obsolete are examined. Then the contention that unions' industrial demands are economically and financially draining on an organisation is also explored. Throughout the analysis of these themes several violations of the Gaps' Model were revealed and were also analysed, especially because these types of service failures destroy customer trust and loyalty, and can result in damage to a brand's image.

8.1   Unions' Category Image, and the NTEU's Brand Image

To ascertain the degree of external influence operating upon the image of the product category of unions overall and the brand image of the NTEU in particular, interviewees were asked whether or not they felt unions were represented fairly by the media. Approximately 40% of interviewees commented that they either avoided mainstream media and so they were unaware of unions as a product category or that they were unaware of unions in the media. Such a view is not surprising given that Gen Y rely heavily on social media platforms such as Facebook for political news (Mitchell, Gottfried, & Matsa, 2015); a platform not well known for its industrial relations coverage of the workplace, and therefore unlikely to carry news items involving unions. FN (female, non-member) does not use mainstream media for news commenting that:

> I don't think I hear that much about them, but I do avoid the general media.
> Because it's just mainly made-up publicity, whatever's the fad thing of the

month. If the unions do something wrong, they'll be in the media. If the unions are fighting for one person that people know about, they'll be in the media. So I don't actually pay that much attention to it.

Little attention on media reporting about unions was also admitted by GB (male, non-member) who stated:

Um, I haven't really noticed, to be honest. The only unions that I've seen portrayed have been a lot of the building sites. A lot of the construction ones, especially with I think it's maybe Grecko or something? Yeah. So, they're the only ones that I really see.

Another interviewee KU (female, member), had not noticed media commentary about unions. She believed that news coverage was evenly managed by the press, and stated:

Umm, well by and large I think yes, at the moment now, but I don't, don't notice that much in the media about unions so I think maybe you tend to not really hear anything unless there's some sort of action. Um, yeah, but I think it's probably fairly balanced, yeah, but, I don't really know.

Other interviewees commented that unions were treated about the same as other organisations and several responded that the media coverage was entirely dependent on the publication with less favourable reports from publications such as the Herald-Sun. One such viewpoint was from UG (male, non-member), who commented:

Uh, I think it depends on what type of media you look into, to determine if they get a fair run. I think, based on the press, if you read a newspaper which is fairly right wing, then they don't get a very nice write-up in the 'The Australian' and other magazines, and other papers. Some are a bit more liberal, which might give them a better write-up. Look, they probably are negatively portrayed more so than not, in terms of television. I'd say – In press – press generally, yeah, they're portrayed more on the negative side. You'd get more images coming through of the negative things associated with trade unions, such as strike and – I don't know, workshop downs and delays, and all that side of things, so – You'd probably get the negative portrayal a lot more than what you would of potential positive things - I would definitely say.

Press coverage was explained more fully by interviewee TN (member, male), who stated that union involvement as trustees in superannuation, kept those funds, "*on the straight and narrow*", and yet the union was portrayed poorly in particular media such as *The Herald Sun* and *The Australian*.

Member and non-member interviewees noted the correlation between union activity and media coverage as synonymous with strife and strikes. When just a child, EW (female, non-member), believed unions were involved in conflict because of the view presented by the media, but as an adult believes that union actions are portrayed in a simplistic fashion in the media. She stated:

> Mm. It's hard to say, because media can often be biased. I think that they try to, I don't know, in growing up, I always thought the unions just fight – they just fight for things. Go and hold some signs, walk down the street, fight for this, fight for that. That was my view, from seeing the media, because in the media you see when the rallies or protests or anything happens, or strikes, you always just see a bunch of people marching with some signs. And it looks very practical more than theoretical, and I think that that's wrong, because there's a lot that goes on behind closed doors.

Negative portrayals of unions in the media were also noted by KH (male, member). He said:

> Ah, they always sort of portray them badly, like in fights, because, you see once again, I've got two points here; one is because they sort of associate tradies, and you know when tradies go for a fight, the builders and everything, they always trouble [sic]. They love to fight, there are some [that are] very aggressive and stuff [sic] and I think it's okay. But when you see the other side which is you know, teacher's union, and medical [unions], is different. But always, the media always put that side. It is like coloured, it yellow sort of [sic] media because they always exaggerate things to make one side look bad and the other one look good, but it shouldn't be like that. But definitely the media's not, not a friend of the unions, I don't think so. No.

Both negative and positive portrayals in the media were also suggested by TI (female, non-member), who commented:

> Yeah, well I think sometimes the sound bites on the news can either make them look like heroes or villains.

In most cases interviewees suggested that demonising, in particular, was in part because of the typically negative content of broadcast media, and when positive gains are made for members, it is unlikely to be deemed newsworthy by national broadcasters on the reasoning that good news does not make good ratings. Bad news, as a mainstay of news reporting, is described by UG (male, non-member). He said:

> Yeah. Oh, look, potentially, I'd say, what might be good news stories that are out there aren't really newsworthy. To be honest, we don't really hear

about when things are going well. That it's not a newsworthy [story] – it's not drama. So, drama is when things are not so much going well.

There were also reports of other unions' activity creating civil unrest, particularly the construction, police, nurses and teachers' unions. One interviewee explained that the situation between union action and employers could sometimes be very complicated, generating mixed emotions and mixed loyalties. This is evidenced by JE, (female, non-member), who said she was upset because her daughter did not receive an end of term school report because of union bans on writing reports. She stated:

> So I was pissed off as one of those parents who didn't get a report, but at the same time I could understand it from my husband's *[a teacher]* point of view.

The same interviewee, JE (female, non-member), went on to explain that she often saw her husband, working after hours to complete report cards and she commented:

> I guess when I think about the way the media portrays it, it kind of is more a negative thing on the employees' behalf for causing all this trouble.

IN (female, non-member) also commented that the media were more likely to represent unions in a negative light, not only through the commentary, but because of their underlying tone. She said that:

> And probably the media doesn't help, and the way, the idea that a union is presented is often not from a positive it's a negative and so I think that the general public sometimes see them as bad, rather than know they are meant to be there to support you. But because of the way the mass media talks about them it is always because of the unions again. And it's the tone that they use, and the language that they choose to use is that there is this kind of connotation that they are bad.
>
> So it's not even what is said but the overlay and the attitude that gets aligned to unions. So it's not even about unions but it is more the idea, the ideal behind unions that people think they're bad but actually they are very positive things but it is about how certain people of the media moguls are able to, because they are quite anti them, so they then present their views so that's what the general public even sees.

KH, (male, member), also commented on the anti-union bias in the media, noting:

> I think some people look at them like they scared of unions, which shouldn't be the case. Especially the tradies ones again [laughing]. Because they look very aggressive and then I have seen videos in YouTube and when they actually, you know, some sort of protest and things like that, they always put the union as a bad sort of group. I don't know why, but I think it's some

sort of psychological thing that they try to portray that the unions are bad so don't join with them. I don't think they have a fair sort of understanding in the media towards those people, no.

Many of the interviewees were able to differentiate between the way unions were presented in the media and the positive role taken by unions to respond to the problems faced by their members. Several interviewees, however, commented that unions were an organisational liability, because of their industrial demands on the organisation. Unions' actions as detrimental to a university is discussed later in section 8.2.3.

Unions engaging in industrial action because of redundancies, restructures or a intensification of staff workloads may make staff feel insecure and prompt them to join unions (Sverke et al., 2004). Despite bad press about industrial action, marketing of union membership can be effective and lead to an increase in union membership. A possible explanation is that the perceived value of union membership increases as workers are exposed to union activity. There is a seeming contradiction between industrial unrest (creating an undesirable image) and membership rates (membership increases) which is not easily explained. Given the negative portrayal of union action in the media industrial unrest should trigger aversion behaviours in the marketplace, as it does with other service industries portrayed in a negative way. Hence, the result of union activity at workplace level, which is so often portrayed negatively in the media should prompt a decline in membership, but membership figures often increase in these circumstances (Peetz & Pocock, 2006). At first it would seem that Gen Y's aversion to conflict would impact on their likelihood to join unions, but the low membership figures for Gen Y would make their response negligible, even if it was a factor in union growth. More likely, it is the response from other age brackets rather than the response of Gen Y, which would cause membership numbers to rise.

Industrial unrest is more likely to appeal to Baby Boomers. As a cohort they are not adverse to using disruptive group action to question the status quo and historically have done so to originate social, economic, environmental and workplace change. However, group action off-line in the physical universe, is not the natural bent of Gen Y, who are described as risk-averse and sedentary (Buchholz and Buchholz 2011). They are more inclined to voice disapproval or disagreement by posting comments on Facebook or Twitter rather than through confrontation or action. And whilst it must be acknowledged that Facebook and other popular social media are excellent at information dissemination, (of a particular type of information), no amount of Facebook comments about issues

resolves them.

Gen Y are well known to be confrontation averse, so marketing strategies requiring member action would need to be tailored to Gen Y's level at which they function with ease and familiarity. Less traditional approaches with more emphasis on online commentary, crowd funding for particular campaigns (although there is some debate about their level of participation), online voting and signing of petitions and engagement via Twitter, Facebook and Instagram – all employed by the National office of the NTEU, are more effective. In addition to ensuring that promotional communications are not too confrontational the brand must also be caring, as part of the Self-Identification stage in the CRUSH matrix by creating trust and building relational bonds. Interviewee TD (female, non-member), felt that the NTEU was not genuine in its offers and her commentary indicated this:

> Because I don't even believe it. It – like, to me it just looks like campaigns of, 'Yes, I will promise you this, this, this,' but I don't think they follow through. Like, that's the perception – I have – With them [NTEU].

Issues such as noted above can in part be resolved with a strong and ongoing workplace presence.

8.1.1   Workplace Presence

To maintain a brand in consumers' consideration set[9] it has to be seen and heard in an on-going way in the market. The brand has to be evident in the work environment and it has to be noticed, not passed over without consumer recognition. It is not an easy process to keep staff aware of the NTEU brand for the following reasons; university staff may or may not read emails from the union, a considerable proportion of staff are casually employed and often do not have a fixed work station (at least not from one semester to the next), organising staff are too heavily involved with industrial matters to engage in public relations exercises and local delegates are either too busy, not confident enough or in some other way constrained to also undertake public relations actions such as touring work areas and disseminating information about the union (Adams, 2014). As

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[9] 'Consideration set' is defined by Kotler and Keller (2006, p. 192) as brands that will meet the "initial buying criteria" of consumers.

a result of these factors, interviewees in the main describe a workplace bereft of union materials, and seldom visited by union representatives . One interviewee IN (female, non-member) described the situation and said*:*

> Perhaps they are not as, not doing as much as they could in relation to getting themselves out there because again like I said I've been here for a number of months and still don't really know anything about the union. So perhaps there is the perception of them [sic] means that they are a little bit invisible in a way.

Another interviewee, EW, (female, non-member) of referred to her limited knowledge about the NTEU and explained it as;

> A lack of awareness.

FN, (female, non-member) was asked about how much exposure to the union she had experienced in the workplace. She commented:

> Oh – none.

The inability of the NTEU to make its brand sufficiently well known was noticed by IN, (female, non-member) who stated;

> They are a great support service and advocacy body for staff and appropriate members but yeah, all of that becomes void if nobody knows that they are there.

At least she (IN, female, non-member) knew of the NTEU's work and regarded it in a positive light. However, this was not the case for several other interviewees whose responses to questioning about the union's presence in the workplace elicited either negative responses (had not heard or seen the union in their workplace) or provided a negative response with some additional qualifications.

The straight 'no' type responses are provided from 4 interviewees: KT (female, non-member), when asked if she saw any NTEU materials or staff in the workplace, replied and said:

> Oh, no, no.

Another interviewee, MH (female, non-member), responded that:

> I never see it [NTEU].

NL (Male, non-member), simply stated:

No.

SQ (Male, non-member), commented about the NTEU presence, that:

I know people who are in the union, and that's about as far as it goes.

Finally TI, (female, non-member) suggested that her lack of information was caused by her not seeking the union out, and by other difficulties faced by the union in communicating to staff, noting that:

But I've never done any investigation but I've also never had it promoted [to me] and maybe it is my own lack of investigation but I just don't feel like I hear about all the big things that the union probably does in this environment. You just don't....do you know what I mean, and I don't know maybe it is just hard for them to get the word out.

MD, (male, member), commented initially about not seeing a union representative. He went on to describe how he was asked to join and that, after he had signed the application forms, there was no further contact between himself and the NTEU for several years. The potential existed to establish a deep, lasting, relational exchange, but instead the NTEU managed the recruitment process as a shallow, transactional relationship. He stated that:

I'd never seen anyone from the union.

He (MD, male, member), also mentioned that when a recruiter did visit several years later, it was only to ask for money and he explained that:

Because I've been teaching for five years, and I think I've only been a member for two or three years. In that first two years, I definitely had a positive view of unions and all that sort of thing, but – I'd never seen anyone from the union.

There was – I think there was one guy from the Victorian division. And he came around about once a year, sort of thing, and asked us if we wanted to join the union. And that was all we all ever saw of the union.

Sort of like, coming and asking for money, basically, so.

The service provider (NTEU) and customer relationship was established to operate as a straight transaction without the suggestion of developing a deeper

customer/provider relationship, making for a relationship based on a very tenuous connection. Transactional exchanges create an uncaring brand image. A similar experience was also reported by UD, (male, member), who recounted that a union recruiter visited a rather empty office and spoke to the interviewee. The interviewee signed up, but has since noticed that there have been no further visits. Apart from the well-publicised pay rises he (UD, male, member), did not believe the NTEU was providing a service. He said:

> [I don't] necessarily know what they're doing for me.

He (UD, male, member), in describing the recruitment event said that:

> I asked him [the NTEU recruiter] a few questions. And he took my details and that was it I suppose. But I haven't had any other contact.

Posters, brochures, promotional give-aways and union delegates on site all offer the opportunity to build a caring and dynamic brand image. Accordingly interviewees were asked if there were any posters, brochures or other materials in view or available in their workplace or if any NTEU delegates had approached them: MC, (female, member) had seen very little promotional material in her workplace and she noted that:

> Very little. Not in our building. I actually noticed it when I came up in the corridor here, there's a sign, a little kind of flag thing. I've not seen anything like that in our buildings. Yes, a very low visibility, I would think. And in a lot of ways, I – I don't mind that, because it's – you don't feel like it's being pushed or anything like that, but it is quite low visibility.

In several of the interviews a more detailed discussion occurred about the use of posters in the workplace (to create a permanent brand reminder). In general the idea was favourably received if, for one interviewee, (MD, male, member), they were not too intrusive and if they contained accurate contact details of delegates. He commented that:

> And I think things like posters, and that sort of thing, around campus, might be a way to go about it –That's not too intrusive but still lets people know that there's a presence and that sort of thing.

> And I think the bit that's been missing on the posters, there's no contact detail. I think that – because they [NTEU] feel that they're posters. But then that means nothing.

Indeed, the lack of delegates or other NTEU contact details means that the poster can only perform a perfunctory role at best, in garnering membership and again does not

lend itself to building a caring brand.

University staff can, of course, be contacted through a variety of other means such as through social media (Email, Facebook, Twitter, Instagram, blogs and internet sites such as The Conversation), print media such as the NTEU's publications, newspapers, magazines and broadcast media such TV and radio and some of these approaches are discussed more fully in chapter nine.

There was a notable exception to the sobering picture described earlier about recruitment and it refers to MC (female, member), who was actively involved with liaising between university management and the union about academic workloads and described the situation as one in which she felt that she was well represented by the NTEU. She noted that:

> At the moment quite a strong [union] presence.

The notion of localised effort has some merit even if it only meant putting up posters in the work environment. As QN (Male, non-member), said with regard to posters that:

> You think, okay you have posters around the building about NTEU meetings or whatever, you'd think they'd plaster those in the sessionals' office more than anywhere. This information you just don't know.

With local knowledge (for example where to affix posters and what to include in the posters' content), and local effort (the process of physically affixing the posters to walls and doors), the humble poster has the potential to act as an automated beacon directing potential members to information sources. If executed accurately posters can continually act upon the viewer creating a desired brand image. While teaching and research is undertaken in a bricks and mortar environment, posters can contribute to communicating a caring brand attitude. Posters are also useable in an online environment, where their electronic forms are banner ads and pop ups. They function in a similar vein to traditional posters in the physical workplace.

At the time of the interviews the NTEU had incorporated promotional bridging (via a hashtag) on "*the odd poster*" (UG, male, non-member). The bridge connected into a Twitter topic and at the time of the interview the poster was still displayed in the work environment. UG (male, non-member), described how he had endeavoured to use the hashtag thread to join the twitter conversation about the content in the poster, but the

connection did not function as it should. He explained:

> And there's a hashtag on the poster –To hashtag whatever you're in support
> of. And I've hashtagged it myself on Twit-[sic], just to see if anything pops
> up, and it doesn't have anything.
>
> Interviewer: And it doesn't work?
>
> Well, I don't know if anyone's used it yet. I don't know if it's –I've
> hashtagged 'Stop the Cuts', or whatever. And –It doesn't seem to. [Laughs.]
> So, whoever's doing it on social media should get out there and do some
> hashtags.

Non-functioning communication vehicles do more harm than no attempt to
communicate, because they violate the basics of good communication by creating 'noise'
(Belch & Belch, 2001) that impedes the communication. It also presents the NTEU as an
organisation that is not reliable on a simple level of organisation, which is a serious
violation of a basic tenet of services marketing, namely that potential service customers
have few indicators or signs to predict the likely quality and reliability of a service
(because of the intangibility of services) (Lovelock et al., 2015). Tangible clues such as
the appearance and quality of brand materials and personnel are used as substitutes to
estimate service quality. It is therefore, very important to ensure all materials function as
intended and reflect the quality of the service itself. The faulty mechanism on the poster
implies, to an otherwise uninformed market, that the service itself will either be sub-
standard or non-existent. It acts as a form of workplace invisibility in that it is a
communication forum that is unworkable. The final example of workplace invisibility is
from US (Male, member), who said:

> And all the means [sic] I was telling people to come in and you should join
> the union but nobody was really interested because they [the NTEU] were
> invisible. There wasn't an NTEU logo, nobody knew the name of an
> organiser or delegate.

The sheer number of repetitions about the issue about various forms of invisibility
clearly identify this as a significant theme (Guest et al., 2012) that has emerged in the
research and needs to be addressed by the NTEU. The most expedient solution is to
organise workplace visits by official NTEU elected delegates with wearable NTEU
visibility such as brand name tags and/or NTEU lanyards, to communicate with members
about current industrial relations campaigns.

8.2   Brand Attitude and Experiences about Unions

The unusual and unique nature of industrial unions combined with the high level of intangibility of their service product creates a major marketing challenge in developing a positive and distinct brand. It requires skilled development of the service offering to create functional value (for example, representation and job protection), expressive value (for example, to feel good about participation in a union) and cost or sacrifice value (for example, a cut down product offering, allowing members to increase their net value through less expenditure on membership fees) (Lovelock 2015).

A negative view of unions was expressed by both members and non-members. Members' comments ranged from expressing disappointment more about specifics such as lack of service and lack of workplace presence, in particular from the NTEU. Non-members, while expressing negative views about unions overall, often qualified their comments when referring to the NTEU, and it was not unusual for them to make quite positive comments within a framework of negative opinions about unions. One of the most important viewpoints expressed by non-members, was that unions have nothing to add to the management of the workplace. Further issues are that unions are not needed in representing workers (workers can do this themselves), they are not required to represent workers' position to management (management act in the best interests of the organisation and ideally workers should accept those decisions), and they have no relevance in the wider society. Such non-members also consider that unions' lack of social relevance is firstly because, they are apparently not involved in wider social issues such as university fees, women's issues, immigration et cetera and secondly because unions apparently have no power to make any impact, out of touch and impotent as they apparently are. These views are explored more fully in the next section and further insights are offered in section 10.1.2 Reasons Not Joined.

8.2.1   Unions: A forgotten and spent force

Unpalatable as it may be for union officials and remaining members, in some quarters the NTEU is seen as antiquated, obsolete and forgotten, FN's, (female, non-member), comments reflected this view. She commented that:

> I think these days they're somewhat forgotten by the new employees coming through, like people of my age who are just coming in to the workforce.

> People know it [unions fighting for workers' rights][10] happens, but they
> don't know who organised it any more, or that it was the unions behind it.

The NTEU's image of being out of touch is partly caused by Gen Y permanent staff within the tertiary sector already having reasonably good work conditions and career opportunities. Further, if they need industrial help, they do not need to look far to find alternative options to the NTEU for workplace assistance such as the Fair Work Australia Ombudsman. Gen Y also have a conviction they have the skill to manage workplace problems by either using such resources as the Fair Work Australia Ombudsman or by solving workplace problems themselves. The theme and discussion about 'do-it-yourself' as a competitor to many other service offerings is considered in section 10.2.3 as part of the reasons that Gen Y do not join unions.

The perception of unions as no longer relevant is tempered somewhat, by the understanding that without, what one interviewee feels is their shadow presence still pressuring employers and governments, workers would again face hardship. FN, (female, non-member) commented with regard to this issue that:

> [Workers] would be ignored again.

She (FN, female, non-member) also added that work conditions would deteriorate. She stated that:

> [An increase in] ridiculous overtime and safety issues.

Those from overseas had a varied understanding of, and attitude to, unions. The Singaporean interviewee (GP, female, non-member), stated that she knew very, very little about unions in Australia and that in her home country unions have little power, as they are in a country in which there has historically only been one ruling party. GP, (female, non-member), stated that:

> The union came out of that party.

She went on to state that in approximately the last five years, the union movement in Singapore started to voice concerns about worker rights, but in the main, the union in

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[10] A more precise explanation in this instance would help to identify the interviewee.

Singapore was considered more of a social club, hence her surprise upon learning that in Australia unions wield power. Her realisation created an internal, diametrically opposed struggle. She explained:

> Which is why when I came here and found out how much power unions have there were pros and cons because the unions guaranteed a lot of help in terms of abrogating power of the people that would usually be dispersed but that also in a sense works, what I saw, working against Australia in a sense that you have very high wages over here so in that sense [is it as good as in Singapore] so I don't really have a fixed idea of whether it is good or bad, depending on which side of me we are talking about. There is a Right Wing side and then there is a Left Wing side.

Unions' efforts in creating high workplace standards in part, has led to worker complacency. Complacency is coupled with the provision of systems such as the Fair Work Commission and the Fair Work Ombudsman; both government created offices in line with long standing policy that these services are free. This has created an environment for a 'do-it-yourself' approach to industrial relations (but not necessarily a properly skilled approach that incorporates extensive understanding of relevant legislation and processes). This situation is explained well by NH (female, non-member), who stated that:

> I can understand the historical importance that they have had, however today, I am not a member of any union and so I don't necessarily see, I guess I question with the existence of Fair Work Ombudsman and things like that about their ability to deliver things beyond what Fair Work can do so I'm a bit unsure of what their purpose is today.

These comments by NH, (female, non-member), indicate that the NTEU has not explained its purpose and translated its purpose into clear member benefits, for this worker at least. The intangibility of services makes explanation difficult in part because, unlike a tangible product a service does not have features "which the consumer can readily identify and compare" (Payne, 1993). The other three main services characteristics that comprise intangibility and that apply to unions are abstractness[11],

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[11] 'Abstractness'- abstract concepts have no one-to one correlation with the physical world and so are difficult for consumers to conceptualise (Lovelock et al., 2015).

non-searchability[12] and mental impalpability[13] (Lovelock et al., 2015); all well-known in the marketing literature but little understood by union organisations whose staff are mainly drawn from industrial relations backgrounds.

8.2.2 Service Quality Perceptions

The previous areas of investigation explored the lack of union presence in the workplace and unions' outdated character as perceived by Gen Y interviewees. The research now takes a closer look at the NTEU's delivery of their services and identifies areas of poor service delivery as perceived by Gen Y, within a marketing framework. Exploration of the NTEU's service commences with the current conceptualisation of service quality; it consists of five dimensions; reliability, responsiveness, assurance, empathy and tangible, known as the Gap's Model (Lovelock et al., 2015). The importance of the dimensions is thought to vary from industry to industry. Interviewees were invited to provide their perceptions of service quality by discussing occasions where they had sought advice. The first example is from DF (female, member) who believed the service was unreliable and often unresponsive. She commented that:

> I might add that one thing about the union is that I've, on the occasion that I have contacted them I did get a response once from someone that was quite efficient and helpful but the other times I either haven't heard back at all or it has taken quite some time to get a response and it is not that helpful, like by the time they get back to me it's not useful anymore. Like, I've just contacted them like, looking for advice on how to deal with certain issue dealing with a manager or something like that, to find out what my rights are around something and then haven't heard back on some occasions and then I don't know what to do in those situations. I just kind of figure it out myself, speak to HR or speak to colleagues or something, get their advice and solve that thing.

Clearly this member did not receive the level of service she had expected, and this has had a detrimental effect on the relationship between her and the union. The example was quite a tangled situation in which the member and 6-7 of her colleagues were accused of bullying by another union member. The accuser did not use university

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[12] 'Non-searchability' – "intangibles cannot be searched or inspected before they are purchased" (Lovelock et al., 2015).

[13] 'Mental impalpability' – "Many services are sufficiently complex, multidimensional or novel that it is difficult for consumers – especially new prospects – to understand what the experience of using them will be like and what benefits will result" (Lovelock et al., 2015).

protocols but instead made their case solely to the union. The union official interceded and in the words of the interviewee DF (female, member):

> And the union jumped straight in and you know, took us all to task etc., etc., and there was no proof, no evidence, no this, no that and none of the processes had sort of been followed so I thought, well, actually I'm a union member as well so where's the support...Yeah, for us, so, I mean that all got sorted out but I guess that didn't necessarily leave me thinking well, I'm really glad I'm paying you my money!

She explained how she and her colleagues were surprised that the union had not advised all parties they needed to go through pre-defined steps and processes and, although not overly stated, a great deal of trust toward the union had been lost. This part of the incident was a clear failure in delivery of the assurance and empathy dimensions in the Gaps' Model (Lovelock et al., 2015).

In the following example the interviewee's experience (US, male, member) demonstrates the type of sensitivities that can arise around workplace issues, which are of extreme importance to staff who expect the NTEU to be responsive, the second most important in the Gaps' Model, and also provide both assurance and empathy; the remaining elements. He explained this by commenting that:

> And during the kind of turmoil of last year with the whole ORP process *[Organisation Reform Process]*. During the process I asked the union to come and talk to us, and, you know, said, 'I don't know if there are many union members here. It might be a good time to recruit.' I was really disappointed with their response I got from the organiser at this campus, he basically said 'We don't think there should be casual positions anyway. We have got no good news for you. We are not going to come and talk.' And I wrote to the General Secretary Colin Long and he said 'Sorry you had a bad experience but there are no members there so you can't expect us to come talk to you'.

The outcome for the member was that he resigned his membership, which is particularly significant in this case, because as he explains, he has never been without union membership up to that point in his career. US, (male, member), stated:

> Yes I was so pissed off that I quit the union and I've never not been in the union.

In the preceding case, the member (US, male, member), makes a clear causal connection between the NTEU's actions and his membership resignation. He has since rejoined, now that he is working in a permanent position and feels that he is now the type

of worker that the NTEU is able and willing to represent. The repetition of these types of incidents, recalled in the interviews and the causal relationship between service provider's actions and the corresponding resulting client reaction suggests that this is an important theme (Guest et al., 2012) which is that the pattern of behaviour by the NTEU clearly violates the principles of the Gaps' Model (Lovelock et al., 2015). A partial explanation for its violation are twofold. Firstly it may be that there is a lack of NTEU resources (especially personnel) and secondly, it may be because NTEU representatives may not know about its importance in service provision coming as they often do from an economics or industrial relations background. Nevertheless failures as described in the interviews have occurred, and their repetition indicates in itself that this is an important theme. It is also an important element generally, because service quality is the fundamental of service delivery, and a successful long term relationship between service provider and customer rests squarely on this dimension.

8.2.3   Unions: Organisational Liability or Moral Conscience?

Strike action is often the most dramatic and noticeable of all industrial acts. It is also the most confrontational and can be used to demonstrate to the Fair Work Commission or to university managements that union members are serious in their demands, for improved wages and worker conditions. In a services industry such as tertiary education, there can be three groups involved: management, employees (the service providers) and depending on the type of industrial action it may involve students (the teaching and mentoring service receivers). The academic role often includes research, in which a service is not provided to students.

Those academics, who are union members, are encouraged at meetings to contribute to the general approach decided upon by the Branch committee for members attending, by a vote. Of all the different forms of industrial protest, strikes and their associated actions are seen as one of the most detrimental to the operations of a university by management and some staff. Strikes and industrial protests also create conflict, confrontation and discord. These are not circumstances easy to manage in a marketing or public relations campaign, but even less so when the target market is Gen Y with their preference for marketing communications based upon happiness. To effectively counter any disquiet Gen Y may have about their perceptions of the union as an organisational liability, it is first necessary to delve into that disquiet and clearly outline it. These concerns by Gen Y are clearly enunciated by TT, (female, member),

who states that:

> I don't actually have a problem with people striking if that's what they feel
> they should, if that's what they feel they need to do to get their point across
> then, so long as it doesn't hurt others, you know, hurt people.

However, part of strike or other industrial action is that it does indeed, if not hurt, it certainly impinges upon others. In the quote above the responsibility is shifted onto those willing to take a stand and the speaker is almost declaring their neutrality with their reference to striking unionists couched as it is in the third person.

In discussing the role of ambulance workers and nurses the next interviewee, GP, (female, non-member) pointed out that those services were "*critical to the system*" and that staff using strike action or other industrial action was not an acceptable approach. She commented that:

> [It] felt like a hostage situation with unions. As a general union thing that
> is how I've always felt. … but I recall a time in Victoria when we only had
> only about 2/3 of the beds available because there are no nurses to staff them
> and that felt a little bit more like a hostage situation but I get where they are
> coming from.

Strike action, when it involves withholding students' results, at a university puts staff in a similar unenviable position as nurses and ambulance employees. An interviewee IN, (female, non-member) related the conflict experienced by a colleague, who was a union member, during a period when the NTEU requested relevant staff to withhold results. She explained that:

> As a member of the union that [withholding results] still challenged them a
> little bit ethically though because they felt that they were obviously trying
> to band together and strike for their own rights and conditions. But now it
> was putting some detriment to the students and whether she felt ethically
> how that made her feel and all of this sort of stuff and it was an interesting
> discussion and she said "Oh, I'm not meant to put my students' results in but
> I feel for the student, they haven't done anything wrong.

Another characteristic of union membership, is that members pay for their membership and if there is a call for industrial action sometimes they must also weigh up the consequences of that action, especially strikes and withholding results, as in the scenario described above. For some participants this will not be a clear cut decision, but an ongoing revisiting of the arguments and continually recommitting to their decision throughout the industrial action. The other issue to be addressed which was noted by IN,

(female, non-member) is that unionists were not just:

> Band[ing] together and strik[ing] for their own rights and conditions.

They were also doing so for the rights and conditions of all free riding non-members, who were safely neutral, while members were being criticised by those same non-members, the organisation's management and elements of the broader community.

The NTEU's marketing operations would benefit from an emergency contingency plan that provided press release templates covering the essential instructions to members to shore up their resolve and reaffirm their decision.

The other part of the issue that was expressed in the interviews was the perceived slowing of production caused by unions and other damaging effects because of either industrial action taken during enterprise bargaining. Concern about damage to the university was discussed by IK (male, non-member) who commented that:

> Sometimes I think indirectly employees' interests might actually be damaged rather than protected by some of the practices that are employed. That's probably my general view of the unions.

> Using industrial action to get maybe a ridiculous pay rise that makes the organisation uncompetitive. And by doing that, if they pay those salaries and those costs are passed on then maybe not straightaway but in a year or two years' time you may be looking at having to make staff reductions because of your inability to compete in the market place. In the short term, sure you win but in the long-term I don't think that's necessarily always a clever idea and I think sometimes that can be a bit lost.

He explained more fully that each side was looking for improvement, but at the national and local level things would go far better if both sides engaged in discussion and stated:

> [If they] sat down and worked out a little bit more of a reasonable approach.

He reiterated the issue of damaging the organisation by making it uncompetitive and his repetition (Ryan & Bernard, 2003) and emphasis on this item is one indication that this is an important issue. The suggestion of meeting amicably was also suggested by interviewee UD (male, member), who firstly described a very precarious work environment for his friends 'out there' and how the NTEU was endeavouring to protect individual workers.

> A nice middle ground and support the business at the same time as the staff.

He was unable to reconcile how the NTEU could persist in protecting a single individual, when economic conditions and Federal Government funding both indicated that universities were struggling. He continued along this line and explained how this was problematic for the university. He commented:

> A very simple example of how things become very restrictive in terms of progressing the university.

Interviewee TT, (female, member) concurred and explaining that:

> I have a very positive view of unions and there are times that I feel that they become the barrier to actually moving forward.

Interviewee LE (female, non-member) also agreed saying that:

> They're [unions] good for the employee but not very good for employers.

In fact unions have a latent power; they are able to identify workers' issues at the early stage, (because workers are more likely to speak openly to their union delegate than to their manager, especially about matter that may not cast them in a good light). Therefore, the issues can be managed, before they become major problems and create a rift between workers and management. Information of this nature judiciously shared with an industrially benign management would assist in smoothing the way for better productivity.

NI, (male, non-member), contributed to the debate with the example of the airline QANTAS, which became uncompetitive with their pricing (in comparison with competitors like Emirates) and that unions can demand too much for their members to the detriment of shareholders. He stated that:

> [Unions can] over negotiate and cause a bit of trouble sometimes.

UG (male, non-member) referred to the NTEU's actions three times as a form of road-blocking and twice as creating impediments to the University's plans. He also argued that universities should be run on business lines.

The problem of balancing claims for better wages and conditions for university staff within the financial constraints placed on universities by the Federal Government, was also a concern for the NTEU at national level. The NTEU has campaigned continually for an increase in university funding by the Federal Government. Their

dilemma was recognised by the Federal President of the NTEU who noted that:

> So you have that sort of identity with the employer but I think, where this gets bitey for us is that we're continually saying that there's not enough funding in the sector and yet we're … arguing simultaneously [that] staff have to be employed properly … decent wages and conditions. And I think that's always going to be a tension. But it plays out differently in different places … because some of the places are extraordinarily wealthy, remembering most universities have massive surpluses at the moment.

She also argued that a concern existed amongst members about job losses arising from pay rises and the inability of university management to be prepared to cease reducing employment conditions of university workers if the NTEU moderated its claims. She said that:

> Vice-Chancellors have been supporting de-regulation and government cuts to the sector so, … that is an ongoing conversation with people and it's something raised continuously by elected representatives, when it's at the branch division or national level around 'should the union be arguing for a pay rise when clearly the sector is suffering. … that is one of the purposes of having the union is to keep them honest … and there's never been a case where the bosses have gone, oh well, if you moderate your demands in bargaining we will, convert a whole lot of casual and fixed term employees to ongoing jobs and we'll decrease the size of classes and we'll do all these things. There's never that, there's never been the trade-off that works. It is constantly one of, and really disappointingly from my point of view, that we come up with ways to try and improve productivity and the performance of universities through staff industrial conditions.

Her viewpoint was echoed by the National Assistant Secretary, NTEU, who said that:

> You don't want to put a claim up that is going to result in half the organisation losing its job. But you can't enter those negotiations at all and push for improvements for staff if it doesn't require the institution to do some sort of re-evaluation of its relative priorities.

NI's (male, non-member) gave an instance of union 'trouble' as a result of a picket line at a University Open Day. NI (male, non-member), explained that he had not been working at the university very long, when there was industrial action and a picket line on Open Day. He saw this industrial action as leading to less enrolments and subsequent budget cuts by the university. He claimed that:

> [It] really hurt the University in terms of student loads and result in budgetary cuts and like you can't pay people more if you haven't got students.

The issue at the time was seen as critical for the continued viability of the university, and was in response to staff salaries becoming the lowest paid in the sector. Although it was explained to the members at the time, there were many other aspects that needed more immediate attention. A Public Relations (PR) campaign was run, which did attempt to counter some anti-union viewpoints, but still non-member staff within the university remained uninformed. The public relations campaign consisted of providing academics power point presentations to show to students, posters to go up around campus, dialogue with the student union about the circumstances and emails to members. All these actions constitute a fairly standard PR campaign.

This demonstrates just how well resourced a campaign must be, and how high an intrusive value it must have to cut through clutter (a notable strength of Public Relations) (Belch & Belch, 2001) and achieve the desired level of informing staff of the circumstances.

Another concern expressed by interviewees was that the union's attention had been too focused on permanent staff conditions and pay, not allowing for incentive based payments. NH (female, non-member) commented on this restriction placed on the university by the NTEU saying that:

[The university's] *ability to be agile and attract talent and retain talent*.

She also argued that funding staff redundancy (and she emphasised age based redundancies) payments may have left insufficient money to employ staff such as herself in the future. She observed that:

> I guess I see, looking to my future career and ahead whether the large pay outs that have occurred now might affect my access to work and employment later on because the University hasn't been able to perhaps use those funds in a different way. … . I guess perhaps knowing that the funds were being used to, I guess, invest in the organisation's future rather than paying off at an immediate debt, is something I am more supportive of.

The NTEU National President drew attention to double standards of university management in containing staff pay rises, but being exceptionally well remunerated themselves. She said that:

> And the universities that cry poor the most, the one's like Sydney University had to sell a Picasso. And I always think that's a good one to refer back, um, and when we do things like publish the Vice-Chancellor's salary and the Vice-Chancellors get really cranky about that, except for the one's that aren't

on the really high salaries who say 'Thanks union, can you um, that will help me in arguing for a pay rise.'

The NTEU National President also went on to describe the ever increasing number of upper management staff, who are appointed to Vice-Chancellors' circles and the increasing lack of transparency of senior management salary levels.

Interviewee TT (female, member) expressed concern about unproductive colleagues who did not contribute to the College revenue by teaching or their research yet the NTEU helped them to retain their jobs. She commented that:

> We've got a section in our college that is not doing very well and those people don't make teaching loads, they don't contribute. And it sounds really horrible but you know, what are they doing?

> And it is at that point where, I guess, it is my understanding from what I've heard and the meetings that I've been in that the Union steps in and says, well, you can't get rid of these people and I feel terribly, I mean I'd hate to be one of those people and not have a job. I've got two little kids that I need to support and things like that but at the same time where is that rationale for keeping those people and so I kind of feel like sometimes unions do some really good things but then at the same time I think just butt out. You're not helping productivity there.

> You're jumping in trying to save people and I think that's great and if it was probably me I'd want to be saved as well. However, rationally what are these people, what are we saving here. You can't, you can't save, I don't know if that kind of makes sense but you can't save people who we don't have anything for. It is a really hard bottom line rationale. So that is one of my experiences with, with that.

The issue of productivity and profitability was also taken up by LE, (female, non-member), when she described her husband's workplace. She commented that he was a teacher and Australian Education Union (AEU) member. She explained that his colleagues were staunch unionists and they seldom worked over their agreed workload and she saw this as negative behaviour on their part. She LE (female, non-member) commented:

> I think, my first initial thought is that they're good for the employee but not very good for employers but that is based on the little information that I know about them. I'm not in a union, my husband is in a union and I know that he talks about, you know, some of the people he works with, he's a teacher so some of the people he works with are really staunch unionists and if say someone has to cover an extra class they'll say they are not doing it because it's over their workload and that's because of the union agreements and all that, they don't have to do that. Um, and he said, so my impression that he tells me about unions is that they're good in a sense but sometimes

with things like that it can get a little bit out of control. I guess it depends on the type of person you are.

It is worth noting that an unwillingness to do any extra work to help out colleagues or for other reasons is not necessarily a unionist characteristic but something that non-unionists are just as likely to exhibit as a characteristic albeit for other reasons.

It was suggested by Crosby (2002a), that strikes are one way bonds are created with members. Relationship bonds can also help to mentally toughen up union members, so their union decisions pose no doubts and no self-criticism because of their union activity.

A sense of belonging to a group of like -minded people is quite familiar to Gen Y. It is therefore important that they are provided with a sound understanding of the context of the union's direction so as a group they have a unified approach. The member and non-member interviewees at times agreed about their perceptions of union actions and motivations, and with the union's actions and motivations, so there is much scope for dedicated ongoing public relations campaigns ensuring a stronger relationship between members and NTEU. A strong relationship with the main body of the union members would serve to shore up members through difficult industrial actions and to fertilise the ground for future recruitment. As a final comment this was the response from the National President of the NTEU:

> So the impact on the university of us [NTEU] seeking to have job security, decent wages and better conditions and the concern about that; what the university is suffering. Boo hoo is my response to that, which is what one hears from very committed workers in all sorts of organisations which in many ways is demonstrative of their commitment to their occupation and in our case it's the discipline for academics and to the organisation.

In this section some major themes around interviewer perceptions about the NTEU's role with regard to industrial action and the impact on the university's finances as demands for wage rises have been discussed. Countervailing views on the issue of university finances from senior NTEU officials has also be discussed. Some suggestions were offered about applying marketing and public relations techniques to resolve discrepancies between university staffs' beliefs about union actions and the actual underlying issues. Further research into this divergence of opinion could offer more insightful marketing approaches.

8.2.4   From Blue Collar manufacturing to White Collar services

Unions, with their prior stronghold in the manufacturing sector, may still be perceived as having a blue collar orientation, even those that have their coverage in female dominated service industries. Interviewees were therefore asked if they believed unions to be 'pale, male and stale' as described by Moody (2007). To establish the accuracy of these propositions interviewees were asked if they believed unions were still overly represented as manufacturing based 'blue collar' and if that also meant they were 'pale, male and stale'.

There were mixed responses to the first part of this question from the interviewees who had earlier noted that they had some or a great deal of knowledge about unions. Two interviewees recalled the early part of their work life, when they held labouring jobs and were covered by a blue collar union - meaning their perception and reality were one and the same; their union was blue collar. Apart from these examples all other responses were negative on this question that is, they did not feel that unions were particularly blue collar. Some interviewees went so far as to explain that the NTEU and their perception of other unions was that they were white collar and they also perceived it as female dominated in both membership and officials. Two interviewees were not aware of the terms blue and white collar and asked for clarification. In conclusion, there are no themes generated on either of these items. In essence the modern union is seen as services based, with female leadership and with a strongly female membership, adopting a contemporary approach.

8.3   Positive Attitudes towards Unions and NTEU Brand

The positive views about unions came from members and paradoxically from many non-members, with both groups expressing the importance of being represented in the workplace, being made aware of their rights, and knowing that the union was there to help if it was needed. Both groups also expressed the importance of having a 'voice' in the workplace (as provided by the NTEU), the union stopping the organisation from 'getting away with' unfair behaviour and the union being an alternative source of information from management. Several other ideas are reviewed toward the end of this section including the interviewees' and officials' understanding of collective action, the role of unions as a moral conscience and unions' associations with political parties.

DF (female, member) commented on the number of workplace restructures and

the union's protective role. She commented:

> They [unions] express discontent, which I think can be difficult to express and you probably know [name of institution] has had a lot of changes recently, in the time that I've been here, there have been four restructures, I've been here five years and so it is good to know that the union has our back and that they don't just let the university get away with whatever they want.

The networking opportunities are a feature in this excerpt and are from, HI (female, member), who stated:

> Even just the general collegiality, I met a few people during the talks last year. I have no idea who they actually were …so I turn up to talk to this person and I go, "Hey I've only been talking to you all here in the union meetings!" So that was really good because we had already broken the ice many, many months earlier rather than me just sort of going in as a cold random potential student. And also understanding that this person understands some of the pressures that go on there being staff member and all of that as well. So that was a good aspect to last year.

Interviewees may have a positive view of unions, but there may also be other reasons for non-membership such as the free-rider phenomenon, (in which employees receive benefits but do not contribute financially to the union), or that members' circumstances are not appropriate for them to join (such as leaving the industry), and conversely members may not have a strong connection with the union's ethos and may join only for some service elements that are of value.

8.3.1   Collective power; staff voice, NTEU foil

The dynamics of the collective or "joint allegiance" (Crosby, 2005) allow individual members greater power than if they operated on their own. Individuals acting as a group can redress the power imbalance between a single employee and an organisation that has access to far more resources and wealth than the employee. With this in mind interviewees volunteered the following responses along with their opinions of the purpose of unions.

The NTEU's National Assistant Secretary summed up the community's idea of union purpose, and included the issue of unequal power distribution between employer and employee when he stated that:

> The majority of people have a sense of it. I think the majority of people have a view that, unions are important social institution that has a balancing

act in the workplace to try and improve people's [work life] against the authority and power of employers.

He also argued that besides collective bargaining the union represented members engaging in the debates about Higher Education policy and other employment issues. He commented that:

> And it presumes that the only reason for joining the union is to protect you from a hostile boss but that's not the only reason. Collectively bargain for people's wages, you know, we argue policy. At the moment we are arguing policy about the future of the higher education sector. We do stuff in the workplace around, you know, occupational health and safety, around bullying, whatever. These things are only possible through the collective action of people coming together, pooling their resources and arguing the case on that sort of collective basis because it can't be done on an individual basis.

He also stressed the importance of employee 'voice'. He explained:

> Actually it's not just about insurance. It is also about being able to have a collective voice and being able to influence the decisions of the senior management of the organisation in ways that will benefit our workloads; that are going to benefit the decisions that get made about course closures, the decisions that get made about redundancies and all of those sorts of things.

The next interviewee KH, (male, member), from South America, explained that union membership used to be a far more dangerous activity in his home country. He described the situation as follows:

> Unions are a way for people to join forces and protect themselves from bad things that will happen from work so, arr, what is the other one? Um, we call it different in my country where people used to get killed for being part of the union! But here in Australia it is a little bit more democratic when you join the union and they don't get killed.

Another example of describing the union's role of channelling workers' power into a form that improves working conditions is provided by MD (male, member). He said that:

> I know they're sort of organisations of workers who collectively bargain in order to get greater market power, and improve wages and conditions.

An applied description was offered by CF, (female, member), of the union's

activity in protecting workers. She stated:

> They [unions] back people up really, I think. They express discontent, which I think can be difficult to express and you probably know [this university] has had a lot of changes recently, in the time that I've been here there have been four restructures, I've been here five years and so it is good to know that the union has our back and that they don't just let the university get away with whatever they want. They are always pulling them up and saying this is not okay and this needs to be reconsidered.

The opportunity for staff to express their views indirectly through the safety and anonymity of the union was mentioned throughout the interviews with 16 specific instances of 'voice' expressed by interviewees. The following comments are examples that encapsulate the importance of employees having a safe channel to express their opinions. The first is from OS (female, non-member), who stated that:

> Because you do not want to show your employers directly that you are so against whatever decision they make but it is better to have someone on behalf of you and it sort of gives you a view of policy because then they can't just speak on you or unfair to you, if you voice out.

The importance of employees being able to engage in debate through a safe conduit was expressed by TI (female, non-member), who said that:

> So I think it is to have a voice because sometimes as a worker sometimes you don't feel like you can stand up to management, so they've got that mediating role or maybe between the worker and management.

The next comment by UG (male, non-member), expressed the idea that unions offered a particularly important function for people, who have very little power in the workplace. He stated that:

> I'd say generally – from my perspective, they're a voice for our staff members. I see them particularly important for staff members that may not have so much of a powerful voice, so I think it gives them a quite good voice and representation to employees out there.

The issue of workers without the capacity to speak to management themselves was stressed by DF, (female, member), who said that:

> I just think it's, if there aren't enough people to join a union, the union won't have a strong enough voice and I think it is important that there is another side to every story and the union provides that and sometimes people can be taken advantage of by their workplace and the union gives an opportunity to overcome that.

The NTEU's action and opinions often act as a foil to management's stated viewpoint. The opportunity for open debate is considered in some quarters as already lost and the breach between academics' desire for openness and dialogue and managements' desire for absolute compliance has become 'an abyss' (Meyers, 2012). Views in support of open debate were expressed by UD, (male, member), who said that:

> I do think they [unions] are terribly important though because they give a voice and some of the emails that I've seen from Paul Adams [NTEU Branch President]. Some emails he sends out are very um...interesting, if that's the right word, and they tend to expose information which generally isn't in the public view. I don't know the accuracy because usually when you see one of those emails a few weeks later the Vice-Chancellor sends out a response which kind of tries to debunk the ideas but I think that conversation is important - to have the back and forth between the most senior representative the Vice-Chancellor actually taking notice and saying "No, that's not right at all. We do it in this way." I don't know who's right and wrong but I just like to see that and I think the union has a very important role to play.

The importance and, the NTEU's role of providing voice for employees was expressed by DF, (female, member), who commented that:

> I feel *[the NTEU]* kind of represent that because they give each person the right to a voice or they enable people to develop a voice or know they can have a voice.

FN, (female, non-member), perceived voice as a group of people who are responding on important issues. She said that:

> It's people standing together having a voice on something they care about.

8.3.2   Interviewees and political affiliations

The Australian Labor Party (ALP) has in the past, espoused the same philosophies as the union movement. The ALP and the NTEU sharing ideals is not unsurprising, given that it was created as a political tool of the union movement and both have remained aligned along similar tenets until modern times. The alignment between unions and the ALP has been so for decades as evidenced in Ben Chifley's 1949 memorable 'Light on the Hill' oration in which he speaks of making worker's lives more comfortable with security of work and a hopeful future for their children (Chifley, 1949); a sentiment clearly held in common with unions. Interviewees' comments showed the

interchangeability of 'union' for 'political party' because when they were asked about one they just as often answered about the other. Transitional markers (Ryan & Bernard, 2003) show the question about unions and the immediate transition by interviewees into answering about political parties indicates a theme worth noting and the strength of the theme was verified by cross-referencing with the more common theme-recognition technique of repetition. Several interviewees were asked about the union movement and their thoughts about the NTEU; they responded with information about various political parties. The interviewees' linkages between the NTEU and the ALP are noteworthy and require further analysis.

In the following excerpt from the interviews the interviewee was asked if his parents were in unions. The response from QN, (male, non-member), initially relates to his employment and then unions, but quickly moves to a discussion about politics and he expresses his opinion:

> My parents are self-employed. They run a small business. My dad is 67, my mum is 60. So, I mean, before that they'd, my mum had worked for several different factories, the Arnott's factory; she never really talks much about the unions. My dad, again, neither strong Right-wing, nor strong Left-wing, sort of just fed up with politics in general and he remembers back to the Whitlam days when there was so many strikes all the time...it really destroyed his confidence in that kind of system.
>
> Interviewer: Do you think that that influenced you?
>
> QN: Ah, no, no, I don't think so, no, I have quite different political views from my parents. Both of them have very limited education; about grade six education from Greece. But their social background as well as, sort of, peasants from Greece from an era is also complicated by other political factors.
>
> My dad's father was a partisan in the Greek communist party and he fought in the Greek civil war and died in the Greek civil war, about 1948. My dad didn't even know him. Because of that, even because of that association my dad was obviously harassed, spied on, whatever, even though he never knew who his father was. But in general my parents are ambivalent about politics. They don't trust either of the parties or any party.

Persecution because of political affiliation and other influences has had an enduring mark on this family with the interviewee's parents now having no particular political leanings. Indeed they are described as untrusting of all politics. Even though he makes it clear that the family history and his parent's views have not influenced him, he responds to a question about unions with an answer about politics.

The NTEU as part of the '$100,000 Degree' campaign, publically recommended

a vote for The Australian Greens and stated the NTEU was not affiliated with any political parties nor did they financially donate to, or support any political parties. The main forum for the announcement was a page in The Advocate (NTEU publication) and other media messages to members, with non-members receiving no communication about the NTEU political stance. The target market's limited communication access points makes the dissemination of messages such as the NTEU's political position difficult to circulate.
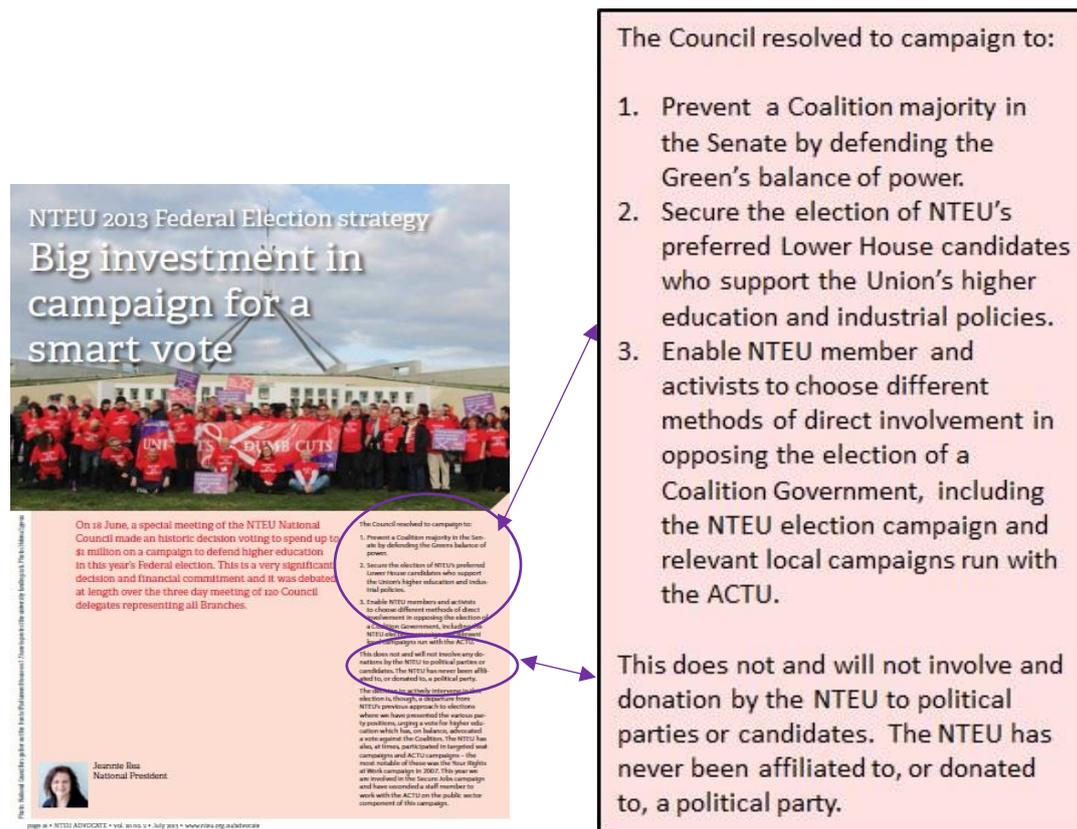
Figure 8.1 Democratic union decision to advise members to vote The Australian Green's Party

The final response from interviewees was offered by MD (male, member), in answer to what he (MD, male, member), knew about unions and his perception that there was a traditional affiliation with the ALP was offered as part of the answer.

> That they've been in Australia for over a hundred years, or about a hundred years. That they're traditionally linked with the Labor movement.

Clearly the long and close association between the ALP and unions has created a strong impression enduring many decades. Interviewees and particularly non-members did not find what they perceived as an affiliation between the NTEU and the ALP a suitable or desirable relationship. The NTEU for its part made mention in Figure 8.1 that

it held no affiliations with any political parties, but the communication is insufficient to address the current perception.

Given that the university sector employees are just as likely to vote Australian Greens, Coalition (Liberal and National Parties), Independents or ALP the no affiliation policy of the NTEU would better serve its brand image if it were more clearly communicated to the university sector.

8.4   Chapter Summary

This chapter presented the findings for research questions five and six. It found that there was a noticeable lack of workplace presence by the NTEU, which in itself leads to a weakened brand image. The chapter also revealed that for the majority of Gen Y interviewees unions did not play an important role in their work life. They did not attribute important workplace conditions to the efforts of the NTEU and several interviewees reported poor service experiences leading to further poor perceptions of the brand. Other interviewees believed the NTEU to be a good service provider and reported instances of receiving higher than expected service. Interviewees, both members and non-members reported on the positive role of the NTEU in providing staff with a 'voice' to management and providing an independent viewpoint about workplace issues. The final section provided a brief account of interviewees' perceptions of unions' affiliations with political movements.

Chapter 9: Brand Promotion

Chapter nine focuses on the message strategy of the NTEU in communicating its brand values. The NTEU's media strategy as it relates to the publication *The Advocate*, the National and State web sites, and the NTEU's brand colour is reviewed especially regarding its appeal to interviewees.

9.1   NTEU Promotion

Detailed materials such as banners from the NTEU web home page and images from the Victorian State Branch site were examined by interviewees to elicit their opinions about union values and messages, as communicated in those images. *The Advocate* was selected in part, for analysis because it is circulated to academic members at their work premises. The research aimed therefore, to reveal if delivery at workplaces was an effective dissemination method. *The Advocate* magazine cover was also examined to determine firstly if interviewees found the image appealing and an image with which they could relate. Secondly, they were asked if the cover generated sufficient interest to motivate them to open the magazine and continue reading.

9.1.1   Print Media - Publication 'Advocate'

The publication *The Advocate* was provided in hardcopy and online for interviewees to view. The front cover image is reproduced in Figure 9.1.

Interviewees were asked if they could relate to the main character on the cover: the man with the sunglasses (Figure 9.1). The question served several purposes; to explore the types of images that appealed to the interviewees, to reveal any insights about the publication cover's effectiveness at communicating NTEU values, and to investigate the cover's 'persuasion powers' to encourage the reader to open the journal. The first question 'Do you feel you could relate to him?' initially elicited negative responses, and led into additional comments about the man's appearance.

Figure 9.1 Advocate Cover. Volume 21, No. 1, March 2014

The first interviewee, FN; (female, non-member), gave a succinct opinion, and stated:

Not particularly [able to relate to him].

The following response indicated that he looked like a tourist and certainly did not fit the image of a university worker. KH, (male, member) commented:

No, he looks like a tourist.

NL, (male, non-member), also felt that he did not represent university staff and noted:

And with the sunnies and the hat, I will say, they probably could have got someone else, because sunnies and hats are-usually, it doesn't represent a teacher or a professional staff in an educational institute. It looks like a guy who is about to go to the beach.

The next three responses stated he looked like a student with the first comment

from MC, (female, member), who stated:

> Yeah, he looks more like a student than a staff member.

NI (male, non-member), concurred with the opinion that he was a student. He commented:

> Again, and if it is fighting for the rights of university workers, well, we've got a university student on the front, confuses me a bit.

The third interviewee, UD, (male, member) added that the cover person looked happy, with their statement that:

> Yeah that looks like a student, a happy student I suppose.

Five interviewees' responses all indicated a poor choice in the main person's appearance on the cover, either because his clothing and accessories were inappropriate for a university professional, or because he did not convey the message that he was engaged with the tertiary sector as a staff member.

However, these responses represented a minority view, with a majority of interviewees commenting favourably on the image. The first is from KU (female, member). She said that:

> Yeah, yeah, it's his reflective glasses which I think went out at the end of the 80's. What I think of him? He's, he looks like, I don't know, I'll be stereotyping but he looks like he's a young, male who'll probably, he doesn't care that much about unions but then it might be me just stereotyping. But yeah, I think he's you know, a pleasing enough face to represent the case anyway.

The youthfulness of the main image, and the background images of people holding signs was interpreted by MD, (male, member) as communicating a positive and appropriate image, and he commented that:

> I think it's a good image. But I think a lot of the people they've selected to put on here are obviously youthful looking, so there is that sort of youthful, vibrant sort of image that comes across through this, as well.

SQ, (male, non-member), was succinct in his response and stated that:

> Um, yeah. I could [relate to him].

TC, (male, non-member), gave a more detailed account:

Oh, yeah, he's a young guy [I can relate to him]. Arr, to a certain extent I think [he represents me]. I think he's after, you know, a young guy, a young person trying to get full time rather than just a contract, more security as previous generation of academics that have enjoyed. So just trying to push back on that.

TT, (female, member), also found the image positive and stated:

He looks pretty cool. I mean he's, he's likeable.

TT's (female, member) reference to 'cool' is synonymous with Gen Y's core criteria of favourable brands; that they are made up of novelty, like the main character wearing a straw panama and reflective sunglasses, when appearing on the cover of a magazine, and yet also authentic and creating a sense of 'realness' (Joeri Van den Bergh & Behrer, 2011) which is evident in several of the comments below.

ZM, (male, non-member) not only liked him but went further and explored the elements of charm in his explanation as stated below:

So, I like him, in other words. [Laughs.]. People get cheeky sometimes, they are stealing hearts.

GB, (male, non-member), was positive about the image because of the layout of the page and commented:

Yeah. Uh, especially considering he's in – he's in the foreground, and the background's a whole bunch of other people.

The next interviewee, TN, (male, member), also considered the layout to be effective but cautioned against the background colour with his statement:

Oh, it's quite good. It works in the background. Um, but there's an awful lot of purple there.

TN, (male, member), speculated whether the cover was sufficiently interesting to entice him to read the publication, and commented:

So what we've got is an image of the banners and Advocate, the union logo and then you have these pictures, which are really dynamic and quite good, um, but does that drive me into reading the article?

IK, (male, non-member), commented on the layout and convention of using many

people to convey one message, saying that:

> I do relate to those people, I think you can see sometimes people with some sort of message like the most recent one was that I think Asylum seekers where people posted pictures like that online in support a campaign so you've got that sort of general campaign that 'we've got a cause going here' and then maybe that modern setting of a network society, so yeah.

UG, (male, non-member), believed the people on the cover looked 'real'. Once more the construct of 'realness' is expressed in the interview and, given that he repeated it several times, it could be assumed that the interviewee held it as important. He commented that:

> Um, oh – look, potentially, yes. They're, um – they look like fairly normal people. They're obviously supporting their working rights, which is all fine. I'm personally not a very public person, so I probably wouldn't take a photo of myself and – for the front of a magazine – To have it out there, that wouldn't be me, personally, but –Yeah, they look like normal people. Just normal, real people.

The other major element on the cover of the publication was the hand held sign: 'I support CAE'. Applying the Rossiter-Percy-Bellman Grid (Rossiter et al., 2005) on brand preference tactics to the communication intention in the message, it shows the message to be inadequate. The cover was not understood at the most basic level of what the acronym 'CAE' meant. Interviewees, in the main, did not know that CAE stood for College of Adult Education. Interviewees, who did not know, were not confined to either members or non-members or to males or females, because there was no practical reason for them knowing the meaning of CAE.

FN (female, non-member) indicated she would not enter the publication based on her reaction to the cover and that she did not know the acronym's meaning.

> Um, probably not [enter the publication]. I'm not sure what CAE stands for.

The unknown status of CAE was raised by GB (male, non-member) who asked:

> And what's a CAE?

When KT, (female, non-member) was asked if she knew what CAE meant, she also responded negatively saying:

> Uh, no.

Another brief response was provided by TC, (male, non-member) in his reply:

> I don't know what the CAE is.

Further elaboration was provided by NL, (male, non-member), who also asked what CAE meant and then added that clarification in the text would have been helpful. He started with an initial negative response:

> I support CAE? What is 'CAE'?
>
> Interviewer: It's Centre for Adult Education
>
> I, I don't know. If they had said it: "I support Centre of Adult Education for fairer working conditions"? If they'd said that, I would have understood it. But CAE, even though I've been in the tertiary sector for a few years I didn't get it.

SQ, (male, non-member) also indicated he did not know the meaning of CAE in his response. He said that:

> Wouldn't have a clue. I don't know if the CA – it's funny when you start when you start introducing acronyms and initialisms. It's hard to know what they stand for.

TP, (female, non-member) was also unaware of the meaning of CAE and provided a more complete description of her reaction to the sign in her answer. She commented that:

> No [Don't know what CAE means]. They should explain that. All that jumps out to me is the fight for fair working conditions. That's what jumps out. Support CAE? I have no idea what that is. And do you know what? With this, I would have something more of catching our attention. Like, how they can help or, more simple kind of stuff that we understand. Because, look, I don't know what CAE is. So straight away I overlook that and go, well, I have no idea what that is.

There were no interviewees, who responded that they understood the 'CAE' acronym; a serious oversight for clear communication. The oversight is particularly serious because it forces the reader to rely heavily on other cues to understand the message. When the remainder of the image contains a repetition of the unknown message, as in this example, it is understandable that the reader would be baffled. The application of message pre-testing would prevent reader misunderstandings. The application of Rossiter and Percy's (1985) Brand Attitude Strategies Matrix with regard

to using high involvement and informational tactics would help create a more effective magazine cover enhancing viewers' attitude to the NTEU brand.

9.1.2   Web site images

Interviewees were asked to respond to the NTEU's website banners, because Gen Y are heavy users of social media and therefore this is a medium with which they are well versed.

9.1.2. i. Join Us Banner

The first image addresses the political campaign to block university fee increases. The 'actors' are Federal politicians from New South Wales, the House of Representatives and the Senate.
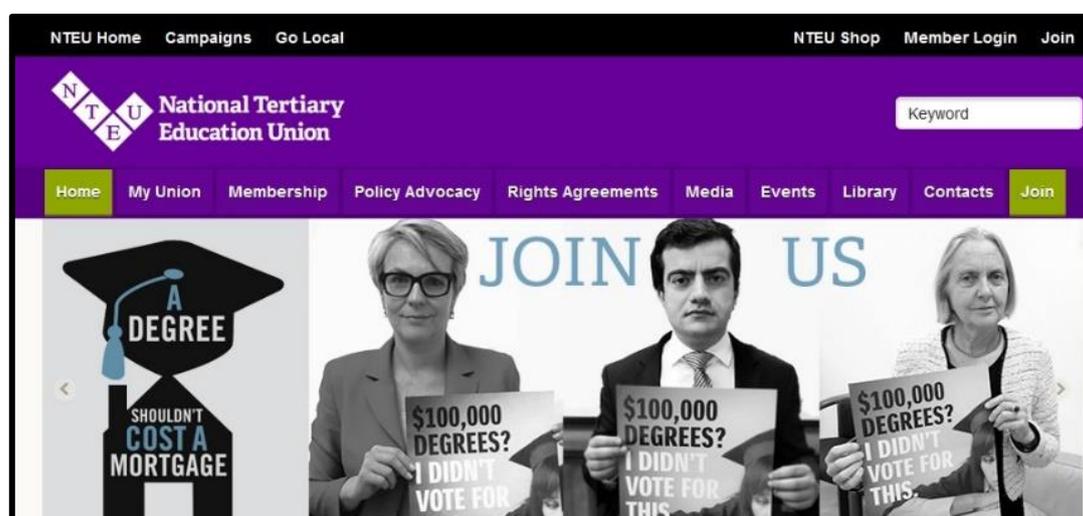
Figure 9.2 NTEU National Web Page Banner Showing NSW Politicians

The person pictured to the left is Tanya Plibersek. She is the Member for Sydney, New South Wales (Deputy Leader of the Opposition, Australian Labor Party in the House of Representatives). She has been involved with the ALP from 1994 – more than 20 years affiliation. She was born in 1969 - making her late 40s at the time of the interviews and therefore not in the Gen Y cohort. She holds a BA Communications (Hons), (UTS) and Master of Politics and Public Policy (Macquarie), (Parliament of Australia, 2015a).

The second person pictured is Senator Sam Dastyari. He was elected to the Parliament of New South Wales on 21.8.2013. He has been involved with the ALP from 2000. He was born 1983, placing him within the Gen Y cohort. He holds a BA (Macquarie) and was the General Secretary, ALP (NSW) 2010-13, (Parliament of

Australia, 2015c).

The person pictured to the right is New South Wales, Australian Greens' Senator, Lee Rhiannon. The Senator has been involved with the Australian Greens from 1990. She was born 1951, making her mid 60's at time of the interviews. She holds a BSc (Hons)(NSW), (Parliament of Australia, 2015b).

When interviewees were asked about the image one person commented that they were Labor Party politicians, one interviewee identified both Member Plibersek and Senator Dastyari and one interviewee identified both Senator Rhiannon and Senator Dastyari and commented that all three were politicians. None of the other 17 interviewees who viewed and commented upon this image recognised these people as politicians (not all interviewees were asked to respond due to interview time constraints and updates to the NTEU website banners).

Non-recognition of the people in the image is not a criticism of the interviewees, but a lost communication opportunity for the NTEU. The brand image could have been substantially enhanced by conveying information about the 'actors' identities, especially since they are all 'heavy weight' politicians in support of university students. Support of students and easing their financial burden improves their likelihood of enrolling and also directly improves staff employability in the sector. Improving student access to universities is also an aim of the NTEU. Again, application of Rossiter and Percy's (1985) model and other later adaptations to the model (Rossiter et al., 2005), would suggest options to create a clear communication message, using high involvement and informational tactics. However, interviewees could relate to the message even if they could not recognise the politicians in the image.

DF (female, member) could relate to the message. She stated that:

> Definitely [could relate to the message], but not to the people.

Whereas, EW (female, non-member) commented that no-one except the universities themselves would be happy about the government not taking proper responsibility for education with the introduction of $100,000 degrees. She did not raise the issue of people in the image at all. She commented that:

> But shifting the debt onto the individual is the government shirking responsibility. That's my view.

FN, (female, non-member), felt that she probably would not relate to the people

in the image. Her comment indicated she was not aware of their political role and associations. She stated that:

> Maybe [they are in] a higher level within what their jobs are.

GP, (female, non-member), was not able to recognise any of the people in the image but commented extensively about the education sector in Australia and she also indicated she had a student debt.. She also noted, that she was drawn into the message part, even though there were no images (interviewee's interpretation), that is, the people held written signs that did not show images within the signs they held. She stated:

> That is another thing that scares me about universities which is that it is becoming, for me education is a public responsibility. In order to ensure that that your population is intelligent and critical in the way that it approaches matters as opposed to just being sheep that are being herded along and I think that is the responsibility of government regardless of whether it is primary, secondary or tertiary education. Shifting the debt onto the individual then makes it their personal responsibility.

GB, (Male, non-member), felt that the first two people looked like academics and he suggested the third may have worked in an office and that they were all from the same work area. He commented:

> Yeah, they look more like, um, academics. Maybe – One might be administration staff. It doesn't really seem to vary. From the exact same office space.

Of the 17 interviewees who commented on this image, three people thought they were academics, five could not relate to them and two felt they could relate. Specifically KT (female, non-member) was one of those interviewees who thought they may be academics and felt that she could relate only to the centre image, Senator Dastyari (who is also Gen Y).

Three interviewees commented on their age with one interviewee (TN, male, member), remarking that he could not relate to them, because they were too old. He stated that:

> No, not really [able to relate to them]. I think they're, a) they look too corporate or b) they look old. So I think age is a problem.

There were other miscellaneous comments from interviewees such as that from

UG (male, non-member) who suggested that Senator Rhiannon looked like a worker or member of the public. He said:

> And the other lady I don't know. She just looks like a concerned worker –
> Or concerned citizen.

MC (female, member), who works as an academic, commented that they looked like what she believed was the correct representation of an academic. She stated that:

> Um, they don't necessarily represent me, but I think it's a more powerful
> image for what it's trying to do. It shows, I guess, some solidarity from, you
> know, the academics. They do – they do look like ac-, you know –The
> proper academic. A bit more distinguished and slightly older. I think that's
> kind of nice, because it's not just the students' issue, it's everybody's issue.

The Gen Y group in this research were quite unaware of the high calibre talent used in the web page rotating banner. More impact could have been leveraged from the connection with Australian Labor Party and Australian Greens Party politicians; such as inserting their names and titles onto the image. It cannot be assumed that the viewer, in this case Gen Y participants, will necessarily know what certain words, faces, brand images mean or who they may be. The consumer has to be allowed to progress through the purchase information stage and be given the correct and relevant information to make sense of the communication message. In this instance the viewer had to rely on peripheral communication cues such as demographic guesses about the 'actors'; their age, and occupations. Information about the 'actors' occupations, standing in the community and attitudes to key university issues would have influenced the viewer to use a central processing route (Chitty et al., 2015) by cognitively engaging with the image. Such a communication approach would have provided the opportunity to change or reinforce positive attitudes about the NTEU. The meta-theme which has emerged is that it is important to fully leverage every point of contact with the market, when presenting images or text messages and make no assumptions about Gen Y's referential knowledge.

9.1.2. ii. Her Future

The next image reiterated similar ideas about student fees and is shown below.
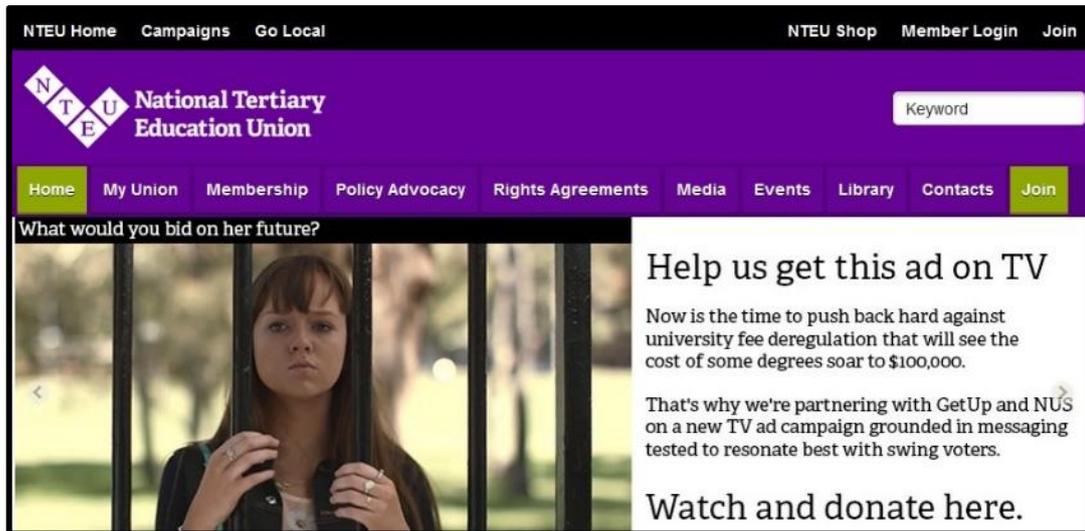
Figure 9.3   NTEU website banner – campaign to block increase in university fees

Interviewees were shown the image. Some also viewed the accompanying video clip and asked if they could relate to the message. There was no distinct pattern in the responses based on demographics such as gender, member/non-member status, or work role (academic or professional staff). Responses were catalogued into two main groupings with the first stating they did relate to the message or the image. The second group did not relate to the image or the message and one interviewee spans both points of view.

Two simple responses were from DF, (female, member), who stated:

> But yeah, I identify with that ad.

And KT, (female, non-member), who commented:

> I really like it.

A brief explanation was provided by SQ's, (male, non-member), in which he stated:

> She's probably more relatable because she's in my demographic. In that
> sense. Yeah, because I think about these things a lot. It's, like, most people
> are stuck in their little world, and they sort of don't relate to certain things.

Her past student experience made this image understandable for FN, (female, non-member), who recalled her student life, when viewing the banner, She commented that:

Um, probably more so. [Relate to her, even though she's a student]. Because I was only a student three or four years ago. So, more recent.

The next interviewee's (EW, female, non-member), career spans student and staff experiences. She could relate to the image as a past student, but not relate to it as a current staff member. She stated:

> I like it, I think it's – it's very accessible. I like how they have this changing, because as soon as I saw $100,000-degrees, I was like, 'Oh, that relates to me.' [Laughs.] I think students look at it and go, 'Oh, that applies to me, and – and is it meant for staff as well?
>
> Interviewer: For staff.
>
> Okay. How as a staff member, I think I'd find it hard to relate. Only because, like I said, with the-$100,000 degrees and the picture of the lounge room and yeah, visually, I wouldn't actually know if it was for staff.

Not relating to the message from a staff perspective also applied to HI, (female, member), who reflected that older people on staff would not find the message relevant. HI's opinion was that a message about students effectively only related to students and this was seen in her comment:

> I suppose looking at it, to me to begin with, particularly with that scroll through it looks like there's a lot of student oriented stuff. Obviously students and academics go hand in hand but there's not a lot on there that screams older people as well. I'm looking through it there are a lot of people there that is targeted, you know, my student debt. For a lot of older members at the University they probably don't have a student debt any more, they have either paid it off or they didn't have one to begin with. Whereas I look at that and I go is the student debt line really relevant to members.

In contrast, a Senior Union Official explained that many, who participated in the campaign to block a fee increase, were young, and likely wanted to work in the tertiary sector. The Senior Union Official believed that they could understand that the relationship between student fees and lowered enrolment numbers, might lead to greater job losses in the sector. Additionally, she considered an older group of university workers as motivated to participate, because they inherently believed university should be free, coming as they did from the Whitlam years.

> Um, so a lot of them [who participated in the campaign] are young people and a lot of them are probably young people who are graduates and maybe in the job market, there's probably a proportion want to be university workers but there's also old people who think it's awfully unfair and rotten.

The Whitlam generation people, who thought all that was good [free university], yeah.

Interviewee TT, (female, member), recognised the connection with her work and the effect of fees on students, and explained:

Yeah, I mean, that's about like a student so I can see that that would relate to the area that I'm in which is important for me.

A strongly individualistic viewpoint was expressed by MD (male, member), who explained that his circumstances did not relate in any way with those of students. He reflected that he placed greater importance on matters that affected him more closely than the fate of students. He tempered his view by commenting that issues that had affected students may also have crossed over to issues that may have affected staff. He commented that:

[Relate to that?] Not so much, because I'm finished uni. sort of thing. And I'm not at an age where I have kids that – at all, let alone kids [laughs] that are thinking about going to uni. Yeah, so it doesn't relate to me so much. I mean, my interest in a lot of the deregulation and that sort of stuff is more about university funding and working conditions, rather than the impact on students. Which is a little bit self-interested, I guess. But, yeah, I think – you know, I don't think they're mutually exclusive interests, either addressing students and staff, so.

A lack of rapport with the web page banner image was expressed by TD, (female, non-member), because she was no longer a student and the content did not therefore apply to her. She explained her position, stating that:

Yeah, see, I'm completely past that. I've already finished my degree. So it doesn't relate to me whatsoever now. And that'd be good for students but, you know, I'm not a student any more.

Interviewee, ZM, (male, non-member), was extremely succinct in his response, and stated;

"*Uh, no. No connection.*"

An emerging meta-theme is the predisposition of the interviewees to interpret much of the material with the focus of its utility on benefits to the interviewee themselves. Put simply 'what's in it for me?' appears to be a primary motivator across

many of the fields of inquiry in this research.

9.1.2. iii. National Insecure Work Conference

The following banner about an NTEU conference to address the employment of casuals in the sector is analysed with two intentions. The first is to compare the interviewees' predisposition to self-focused benefits rather than an intrinsic interest in the work conditions for casuals. The second is to understand the interviewees' knowledge about the NTEU's activity in advancing casuals' work conditions.
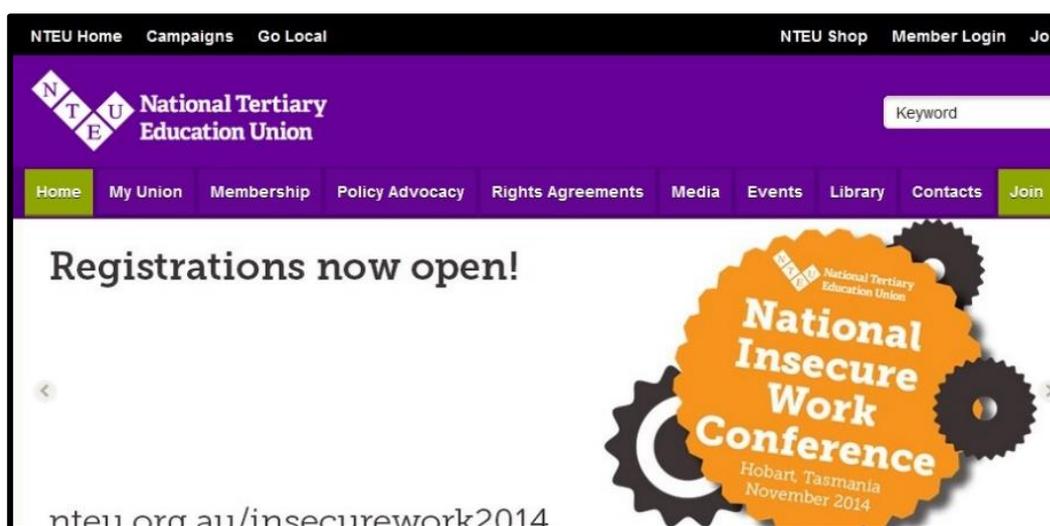
Figure 9.4   NTEU website banner – National Insecure Work Conference

The first interviewee DF, (female, member) was unaware of the NTEU's involvement with improving work conditions of insecure workers and quickly expressed that the location made it irrelevant to her and, her expression and tone signalled an end of the topic. She commented that:

No, no. And that's in Hobart so I'd say it's not relevant to me.

The viewpoint that the conference and its content were irrelevant was also expressed by NL, (male, non-member), when he commented that:

It used to be [of interest to me] when I was a casual.

The interviewee indicated in two instances, that his engagement with a topic or an action is predicated on it being relevant to his circumstances. Although filtering topics in this way is not confined to Gen Y, the insight that they engage in this behaviour

somewhat heavily, provides a valuable marketing key. The issue is explored further in chapter ten.

Two casual staff, (MD; male, member and EU; female, member), involved with the Branch Committee, attended the conference and indicated that the content was of considerable interest due to their own situation of working while on casual contracts and being union members.

The next interviewee EW, (female, non-member) was not aware of the union's involvement in casuals' conditions. FN, (female, non-member) also did not know of the union's interest in casuals' conditions and her interest was piqued because she had been employed on two six-month contracts. Interviewees GB, (male, non-member) and KT, (female, non-member), KQ, (male, member), SQ (male, non-member), and UG, (male, non-member) were also not aware of the involvement of the NTEU in improving conditions for casual workers.

9.1.2. iv. Enterprise Bargaining

Figure 9.5   NTEU website banner – Enterprise Bargaining

Interviewees were asked if they could relate to the people in the image, Figure 9.5. They were then asked if they knew what was happening in the image. The first interviewee (FN, female, non-member), responded in the negative to both questions. She stated:

Probably not. Just because I can't really understand what's going on.

VD, (male, member), forthrightly stated that he too could not relate to the people in the image and that he could not identify what was happening. After being advised that it was an Enterprise Bargaining voting session, he said:

> I mean it looks like a lecture hall with people holding up bits of paper. I don't even recognise that as an Enterprise Bargaining activity.

Jokingly, KQ (male, member) suggested that it was a classroom. He said:

That looks like students in class trying to put a yellow card on the teacher!

He then stated that he could not relate to the people in the image, saying that:

> I don't know, it looks like they are voting about something but I don't know. No, I didn't feel that [those people represent me], I'm sorry! [Laughing]

Whereas SQ, (male, non-member) briefly stated that he could somewhat relate to the people in the image. He said:

> More or less.

Several interviewees interpreted the image based on either their work role or what they perceived was the role of the employee in the image; academic, professional staff, or casual/ongoing employment. The image was appealing to KU, (female, member) who explained this from the perspective of a casual worker. She stated:

> Um, well, you know, I just think it, it just reminds that there's a lot of people out there and well, as a sessional anyway, you get quite isolated at times so it makes me feel like yes, there's a whole lot of people who are doing work for us, I guess that's the image that that image, I've seen that image before and I, to me it looks like yes, we're working for you sort of thing. In terms of a marketing perspective.

GB, (male, non-member) also felt that he could relate to the people, especially when he believed that some people were general staff.

> Yeah, I can relate a lot more to that.

Recognition of the persons, in the image as lecturers (or academics) occurs in the case of NL, (male, non-member), who also stated that only a few seemed to be professional staff. He said that:

Um, almost all of them look like academics in the picture. There are one or two you can see probably you can say that they are professional staff.

Several interviewees were more interested in the age of the people in the image, such as MD, (male, member) who added further detail. He especially noted that generally it appeared to be an older group of people than in the previous banners. He commented that:

They seem to be ongoing staff. That's only my impression because they seem to be older in this picture than some of the other ones.

Age, is also noted by TC, (male, non-member) as an important factor and he commented that the people resembled academic staff.

[They] look like the old lecturers. People who've been there for awhile.

And he also indicated that the group seemed to be an older cohort of lecturers, stating that:

That's just the general idea of people who, have [sic], [are] lecturers, that sort of thing. That's the older generation I guess.

HI, (female, member), also noted the age factor and felt that the image was aimed at younger staff and perhaps even students; she believed there were students in the image. She explained her viewpoint:

That picture there which I think is of all the people voting I think being in a lecture theatre and I know that is obviously a good place to have a meeting for academics, it is still with a very quick flick it looks like a bunch of students in the group. So I get the feeling there is an aim toward the younger members but then I must say from experience are there a lot of younger academics out there that need to be targeted or is it an older group.

Both TD, (female, non-member), and MD, (male, member) commented that voting and Enterprise Bargaining were not activities with which either would be involved. However, TT (female, member), indicated that she could relate to the image and commented that:

I mean again that's kind of an environment that I can relate to so I mean, I'm probably more likely to look at that one and actually read it, you know if there was more text I'm more likely to read and take that one in than the one with, the first one.

The next group of three interviewees interpreted the image based on what they perceived was its main intent. They noted the positive elements in the image and TC, (male, non-member) explained that:

> Yep, so, it looks like it's a bit, um, emotional, tumultuous, that sort of thing, a bit of passion in the room. A lot of people have their arm straight up in the air, so yeah,

TN, (male, member) also noted that people were taking action and after he described it he added some ideas that would improve the copy on the banner, superimposed on the picture. He commented that:

> I think that's really good, it's a nice image of people actually putting their hands up, um, but again I think the title could be a little snappier. It could have been, you know, 'Here's your chance to have your say, or vote in your workplace'.

For UG, (male, member) the image spoke of excitement and he explained that:

> The picture of people voting on something is kind of an exciting image because gets me thinking there might be a decision that I could play a part in. So that's a good image.

UG, (male, non-member), was ambivalent about the image, until he recognised that the camera angle had not revealed all the action present in the room. He explained:

> Um, uh, yeah. I don't know if – people look like they're voting, but I don't know if it's that interesting as a picture, to be honest. It more just looks like, 'Yeah, about time, let's put up our hands and – and vote,' sort of thing. I don't know, some people are… It's probably –The angle of the photo. And –Yeah, like, the people that you first focus on don't look like – but up the back here, it obviously looks like people are lot more engaged. But it looks like it's just, like, 'Yep, we'll vote on this motion,' or whatever it is. It doesn't look that rousing.

The camera angle was also commented upon by TN, (male, member) who stated that:

> Um, well, it's really hard to see the people. What you're seeing is a lot of people but you don't actually SEE the people. There's maybe one or two people you can see their face. The rest of it, because of the way the picture is posed it is really hard to gauge who they are. If it was front on you'd get a much stronger feel of power because that's what it should portray; you've power in numbers and you've got all these people voting, but you don't really get a sense of it because of the way the picture is.

When asked if they could relate to the image, interviewees commented not only

that they could relate to the image but they also commented upon a wide variety of items that had engaged their interest. Several interviewees (who were all general staff) could not relate to the image and could not understand the activity it was meant to represent. One interviewee could relate to it but provided no supporting statement, while several other interviewees who were general staff, noted there were general staff in the image and also reported that they could relate to it. A group of three academic interviewees noted age as an important factor, without prompting, with two commenting that they would not be involved in Enterprise Bargaining voting because they did not like to get involved.

Two interviewees, with no shared characteristics beyond gender, stated that the image elicited a feeling of excitement but a third interviewee felt that the image was not very exciting because of technical aspects of the photograph. The responses were extremely varied. In a well-crafted communication the creative strategy carries the message unambiguously to the viewer, so that a clear positioning statement is delivered. However, the image of Enterprise Bargaining voting carried no clear message and doing so missed a valuable opportunity to educate the viewers about Enterprise Bargaining and strengthen the brand image.

9.1.2. v. NTEU Members Are Proud to be Union

Figure 9.6   NTEU website banner – Proud to be members

Interviewees were asked a series of questions regarding Figure 9.6. The first was whether they felt they could relate to the 'actors' on the image on the web page. Next, they were asked if they thought the 'actors' were staff or students. Many of the interviewees thought the people were students and some believed that academics could be identified partly because academics (in their opinion) were older. DF (female,

member) stated that she could relate to the people, because she and they shared a common characteristic of youth and she commented that:

> Yep, I guess so [relate to the people], they look young I guess, and I'm young so...

Whereas ZM (male, non-member) could not relate to them the photograph because they were too young, and stated:

> Not necessarily [relate to them]. I think they're probably too young. [Laughs.]

When asked if they looked more like staff or students three interviewees; (UD, male, member), TC (male, non-member), and KU (female, member) all considered they looked like post-graduate students. KU, stated:

> That's the thing they look like kinda half, they look like post-graduates! They look like post-graduate tutors, especially with the little Yorkshire cap. Yeah, I think they look like post-grads. Yeah, they look like, yeah, like people that are on their way out not permanent staff, I guess, they're young, I guess, you know.

MC (female, member) commented that she did not feel represented by the image because they looked young and this meant they were not truly representative of her or her colleagues. She also noted that the image did not relate to what she believed an academic was like. She stated:

> Uh, not really [relate to]. Yeah, but it's not quite – it doesn't really represent what an academic is to me, necessarily. Yeah. I don't know. And they're quite – I know I'm young as well, but they're quite – they look – just look a bit young to be representative of the group that I would associate with.

Rather than consider them to be academics, TI (female, non-member) was more general but still agreed that they did not look like the staff at the university. She commented that:

> [Laughing] Yeah, he looks like quite a cool dude. Yeah, I like it they look young and funky which is nice. I'm not sure he looks necessarily like staff that I've seen working here but I don't dislike it, it looks alright.

TD (female, non-member) also felt that she could not relate to them but not because of their age or capacity to represent staff, but because she did not like to

participate in events. She stated that:

> I'm not the kind of person that gets involved. I kind of sit back a little bit and not worry about what's happening. I kind of just go with the flow, kind of thing, so.

Interviewee KT (female, non-member) did not know if she could relate to the 'actors' and was not sure if she felt represented by them. Nine interviewees commented that they looked more like students than staff, for example MC, (female, member), remarked that:

> Yeah, they do [look like students]. Rather than staff. They look too beautiful and –vibrant. [Laughs.]

Six interviewees could not relate to them and UG (male, non-member) explained that it was the man's apparel that posed a barrier to being able to relate to him. He stated:

> Probably not so much [relate to them]. I'm personally not a person who wears hats, I don't really care that much for it. It's an interesting one, because you do form opinions straight away based on someone's looks, and it just – the hat, it's one of those older-type hats. It's a bit toffy, sort of thing, back in the day, potentially. So, I sort of associate that with it, to be honest. And I don't associate with those sorts of people, I guess, generally. My friends aren't – don't look like that or wear hats like that, so.

In stark contrast is US's (male, member), opinion. He very much liked how they were dressed and felt that he could relate to them. He commented that:

> [Laughing], they are very relatable, well he dresses like me. But I don't know who they are or what they are doing. I mean they could be an ad. for anything but they are not particularly at work. I don't know if that is the University, it kind of looks at the University. It looks like a mall or something. They don't have any books with them or bags or stuff so they could just be two kind of people in the street. But maybe that's the point, that trying to get across. Actually you can tell it is a uni. because there's a bollard back there in the background with posters on it.

KU (female, member) was somewhat more certain, that she could relate to them. Both LE (female, non-member) and MD (male, member), felt they could also relate to them because they were of similar ages. The 'actors' appeared to be more educated, which made them more appealing for UD, (male, member) who also stated that he liked the image. He said that:

Yeah, I like this picture, I don't know why. Yeah, [can relate and] they look a little bit educated, don't they. That's a nice one.

Only one interviewee believed they were staff and, unlike other opinions, used age as a factor to support the viewpoint that they were university employees. He commented:

No, I'd say staff. And that might be because I'm probably around a similar age, so. [Laughs.] So, yeah. I'd just assume if they're NTEU members, they'd be staff, but –

The last comment was from TN (male, member) who provided insights about the age of staff at the university and the appeal, for him, of the picture. He said that:

Yeah, I think that's good because for me, it does resonate because there's slightly younger, well developed picture. It does say, you know, what it says does want to draw me in. Whether or not someone who's 50 and an academic would they resonate with them because of the age-group difference? We have to remember that we have two streams in the union; there's the administration staff and we have the academics and the bulk of academics are ageing quite rapidly compared to the general staff. The vast majority of academics are in this age group and they are heading towards retirement whereas general staff there's been some regeneration. There's not as many full time academics who are tenured.

Once again there is no clear pattern in the responses from interviewees on the basis of gender, type of employment or membership of the union but a large number of interviewees did state that they could not relate to the image. Underlying themes are beginning to emerge such as a preference by some interviewees not be active participants in the actions depicted in the image. Youthfulness was also a common topic, favourably mentioned by the majority of interviewees, and not wanting to make judgements about others or make generalisations about others was a concern for a couple of interviewees. The final web banner image is the 'Street Rally' and the responses are provided below.

9.1.2. vi. Street Rally

Figure 9.7　　　　NTEU website Victorian Branch page

Two responses focused on the generational spread (NH, female, non-member), the diversity and that it appeared to be a pleasant mix of people (SQ, male, non-member) in the image. The second of the two interviewees mentioned in passing that they related to the image. The image was familiar to MH (female, non-member), but she did not volunteer any further information as to whether she could relate to it and UG, (male, non-member) described it as a walk. MH (female, non-member) said that:

> Yep. That's exactly what I see on TV.

UG, (male, non-member) had a similar response stating that:

> Oh, it looks like a walk. It doesn't look that exciting or anything, to be honest. It's a pretty mundane walk down the street. But yeah, it just looks like another walk down the street. It doesn't look like anything too exciting.

LE (female, non-member), after being asked if she could relate to the image explained that she was disengaged altogether about the image. She said that:

> Nothing, [laughter] I don't really feel anything, they are just there, they are holding signs that are very blurry to me and I'm trying to work out if it is my eyes or if it is that they are blurry.

Several interviewees explained that they were not the type of person to get involved and this extended to rallies such as the one pictured. TD, (female, non-member) said:

> I don't get involved in those kind of things. I'd look at that and think, 'Okay, nuh. Not my kind of – not my cup of tea.' [Laughs.]

TT, (female, member), also responded in a similar way stating that:

> Look, I'm not the protesting kind, so, there's not a lot of information that I can kind of work out from looking at those people in terms of would that be people in similar situations to me or not or, so I'd probably say no, only 'cos I'm not the protesting kind.

NL, (male, non-member) could understand why others would join a rally, but he did not like to participate in rallies because he believed they were ineffective at creating change and commented that:

> Yes. I do get why they are going to a rally but me personally I won't go into rallies. It's not my approach to matters, there is other ways to approach matters and usually I haven't seen any major effect with rallies. They just to grab probably media attention but there is other ways in marketing to grab media attention without having a big rally.

A lack of conviction in the effectiveness of rallies was also expressed by UD, (male, member). He added that he too did not like to participate in rallies, but he added that if a rally could guarantee a change, even though he was not an outgoing person, he would nevertheless, attend. He said that:

> Um, I think, I don't know about 'do I relate to it?'. I want to say it's a good image to use because I think that a lot of people in the education sector feel like they should be doing that. [Laughter]. So, in that sense I can relate to it. I personally don't attend rallies and things like that so.
>
> Interviewer: Could I ask why that is?
>
> I don't know. They seem to be a little ineffective. I don't know if that's true or not but that's the perception that I have, that, err, I've seen rallies in the city, go through the city and you just seem them go past and then they're gone. It just doesn't seem to have a lasting impression.
>
> Yeah, they have the police escort and everything guide them through and it MAY be on the news, it may not be on the news and, I really don't know how effective they are and I suppose for that reason... I go, oh well, it's something to do isn't it. But I'm not much of a social person myself anyway so I'm not looking for activities but if they said get down here and we'll guarantee a change I'd probably go, but the ineffectiveness of it kind of [it] doesn't matter, it makes me lose interest.

A less than positive view of rallies was expressed by MC, (female, member). She believed that rallies presented unions in a poor light and that there were better ways to represent the rights and interests of university staff. She stated that:

> Yes. The only thing that bothers me sometimes about the union is they're –
> I think sometimes they're perceived as being a bit of a nuisance, within the

organisation. Sometimes the rallies are what can promote that idea. Rallies can be quite – never the NTEU ones – guess they're associated with sometimes being a bit violent or rowdy. I don't necessarily feel they're overly productive. But at the same time, I don't necessarily have a solution as to what would be more [effective].

So, I don't necessarily know if I think the rally image is something that I agree with. It also demonstrates opposition to the organisation, when I really do think the union and the organisation can work together. Maybe I'm optimistic, but I do think the organisation fundamentally wants its staff to be happy and –treated fairly. So, I think sometimes a rally just kind of shows, indicates that they're always butting heads, when that's not necessarily the case.

The positive responses are grouped in the following section, and commence with GB, (male, non-member). Usually GB, (male, non-member) was a little reserved in his responses, but this image elicited the most forthright response from the entirety of his interview. He stated:

Yeah, I could [relate to that image]. I could.

The next two interviewees were also positive and succinct in their responses with DF (female, member), and TD, (female, non-member) respectively stated that:

Yep, I'd say so yeah [they represent me].

Followed by TD, (female, non-member). She said:

Yeah, definitely!

A positive view was also expressed by EW, (female, non-member) who said:

I like this like, NTEU [image], if I was to come on the website and look at a bit of it,–And realise they were, a staff union. And to see them involved in things like this, with the students, makes a bit more sense to me. Because I just think it speaks a lot more about what they do. I like it, it grabs me. It explains a lot more to me.

The next grouping of interviewees also responded favourably to the image and felt that people participating in a rally was a positive statement about taking action. The first of this group is EN, (female, non-member). She stated:

Yes. It's people standing together having a voice on something they care about. Something I can relate to.

The next interviewee to comment was KT, (female, non-member). She responded:

> I think it's good, because when I look at this screen, it's like we want to make change.

KQ, (male, member), was more detailed in his response, and described the wider social context of making change. He commented:

> Yep, they are actually fighting for our rights. Yes [can relate to image], because I'm affected too as a part of the society. I live here; an Australia citizen and also affected for any decision that the government makes and the people are actually doing something good.

As a self-confessed veteran of social action KU, (female, member) considered rallies an effective tool to generate change. She stated that:

> Yeah, sure [can relate to image], I've been to lots of marches in my time and it looks like the kind of thing you do when you want change.
>
> Interviewer: How do you think you could appeal to [people who don't like to protest via rallies etc.]?
>
> Oh, okay. It's interesting because this has come up in another area of my life, people [are saying] the issues are important but we shouldn't jump up and down and make too much noise. I disagree. Even if I don't want to do that myself, I think you need loud voices, and the Bolshie people, and the people that get others off side because you're getting the message across. So, yeah that doesn't bother me at all.
>
> [I'd say to them] okay, well I'd say something like: people have to fight for what they want, what they need, and their rights even, because otherwise the interests have got their lobby groups, their powerful lobby groups. They've got the financial, high powered business interests and they are going to keep working, working, working with the financial backing so if people don't want to lose, have their rights gradually eroded they have to, claw back essentially.
>
> Even if people don't want to go and protest, or don't agree with it, protesting is actually raising the profile of an important issue and, they may well not like it because they disagree, but, if anybody is in the workforce they're not going to disagree with somebody trying to get them better conditions. But I think a lot of people don't like or just mainly because they're apathetic. They just don't really care for getting involved in anything; 'oh, that's somebody else's problem', that's to do with apathy but maybe it's just me.

The final interviewee, (TN, male, member), focused on the communication strength of the image on behalf of the Victorian Division, and stated:

> I think the rally picture is really good. I think they could find a stronger image of the NTEU, for the Division picture because you can see other uni's bits in the background and on the side. When it's the main picture on your site for the Division it really should be categorically 'a picture of the Division', doing something. It's in a rally; it's great. I recognise maybe two people in that picture but, it could be more, there's lots of things, unions do more than just go to rallies. You could have that picture of people voting for collective bargaining, a conference picture, it could change.

Overall union members expressed far stronger comments and emotional depth about social issues and being involved with making positive changes in the workplace and society. They were also more likely to participate in these types of actions.

The association between unions and rallies was commented on by several interviewees with varying opinions about a rally's effectiveness as a catalyst for change and whether it was too narrow a depiction of the full scope of union activity.

Using DeChernatony and Dall'Olmo Riley's (1998) explanation of the branding concept which argues that it is the link between the service and consumers' "perceptions of functional and emotional values" leads to the realisation that a strong focus on rallies, protests and other such actions and minimal exposure of other union activities such as Enterprise Bargaining and workplace relations may be detrimental to the brand image. An overall negative view of public protest to highlight social issues was expressed throughout this research and should be of concern to union officials looking to make the NTEU brand more appealing.

Both members and non-members commented that rallies give a negative view of unions and that they were no longer effective in generating change, and in getting the public's attention to the issues. Marketers are continually looking for new and innovative ways to engage with consumers. Chasing innovation has for some marketers, resulted in the adoption of the latest social media technology and continual redevelopment of well-known brands. For the NTEU it translates into the union's adoption of a Facebook page, articles in The Conversation, use of Twitter accounts, and e-publications offered on the NTEU website. However, the evidence of success as measured in membership numbers indicates that these promotion actions are insufficient and membership numbers continue to lag. However, the use of a consistent brand colour, a distinctive purple, by the NTEU's may prove to be a positive brand factor.

9.1.3 Brand Colour

It has long been established that colour has a strong impact on people's feelings (Lovelock 2015) and that cool hues (such as purple) are more suited to high involvement service encounters in which consumers require an extended length of time to consider the purchase. From this perspective the NTEU colour appears to be well matched with its type of purchase encounter. An additional consideration for colour selection is that colour's purely aesthetic appeal standing quite apart from consumer behaviour theory. Interviewees were therefore simply asked if they liked the colour.

Figure 9.8. Brand colour and logo of the NTEU

The responses ranged widely, but in the main cluster around a positive response. One perception (UG, male, non-member), was that the colour was dated (and from the same interviewee) also highly associated with the NTEU and considered to be an excellent brand communication. He said that:

> [The NTEU is] really, really well branded.

Another interviewee (MD, male, member) felt that the colour was contemporary and linked it to perceptions of the NTEU as being a white collar union. He stated that:

> I actually think even the choice of purple as a colour is a sort of modern and progressive sort of thing. And I do think the choice of colour is important.

The majority of interviewees (13) gave a positive response. Those positive responses ranged from really liking the colour to a less enthusiastic response from NI, (male, non-member). He stated:

> I don't mind it.

Two interviewees commented that it reminded them of Cadbury's chocolate. This is not a poor association given that Cadbury maintains its lead in the product category (Smith 2014) coupled with the majority of service union members being

women, who are typically perceived as high consumers of this product category (Huffington Post.com).

Figure 9.9 Cadbury packaging (Brown, 2014)

One of the two interviewees had undertaken business research into the use of colours and expounded on purple as being an inviting and appealing colour with the particular tone of the NTEU brand associated with the Cadbury's brand (IN, female, non-member). Whereas another interviewee noted that unions are businesslike and the colour provided a way to lessen the seriousness. She stated:

> I think colour-wise it is an interesting choice because not many people will
> think of purple as a representative colour of a union. A union tends to have
> a bit more of a serious role so purple seems to lighten the mood.

The use of purple as the brand colour is a selling advantage in a face to face sales environment, as is typically employed in membership drives and the colour is more consistent with an approach more appealing to Gen Y. Figure 9.11 depicts a street rally using NTEU brand colour flags.

Figure 9.10 NTEU Banners showing brand colour

An emerging theme is that the use of purple as the brand colour offers a flexible background to help manipulate the emotions within any promotion. As noted by interviewees it can be used and associated with a variety of emotional states to support the brand.

9.2   Chapter Summary

Chapter nine provided an examination of a portion of the NTEU's brand promotion via the print publication The Advocate and banners from the National and Victorian State web sites. Interviewees had mixed opinions about the cover page of The Advocate and the majority believed it presented a positive image for the NTEU. Six web banners were commented upon by the interviewees that related to various aspects of the NTEU's activities including protesting about proposed increases to tertiary education student fees, addressing the dire state of casual employment in the sector, enterprise bargaining, recruitment, and using rallies as a method of achieving awareness of issues and creating change. The first banner showing NSW politicians was mainly perceived poorly with most interviewees unaware of the identity of the 'actors' in the banner. The second banner depicting the campaign to block an increase in university fees, received both a positive and a negative reaction. The third banner about the National Insecure Work Conference elicited responses indicating that the interviewees were in the main unaware that the NTEU was involved in responding to the increase in casualisation of the tertiary sector workforce. The fourth banner showing voting as part of enterprise bargaining was met with a wide range of comments and in the main was not perceived favourably. The fifth banner, 'Proud to be members', elicited responses from

interviewees that indicated that the 'actors' could not be categorised as students or as academics and therefore did not offer a clear marketing message. The last banner, the Street Rally, was the most effective at communicating a clear message but again it received mixed responses about whether the interviewees could relate to it. The final section of the chapter discussed the appeal of the NTEU's brand colour and makes a brief comparison with Cadbury, a brand that uses a similar shade of the same colour. Chapter nine concludes the research on NTEU brand awareness and the following chapter explores more closely the rationale provided by interviewees about their choices to join or not join the NTEU. Chapter nine concludes an analysis of the efficiacy of the various forms of brand promotion and provides insight into how the NTEU could proceed in the future to promote brand awareness.

Chapter 10: Brand Purchase

This chapter aims to answer the eighth research question; the motivations of Gen Y to join the NTEU and the barriers that inhibit membership. The first section addresses the reasons interviewees gave as their motivation to take up membership and the remainder of the chapter looks at the reasons interviewees gave as to why they did not join. Non-member responses are organised into seven subsections, and include reasons such as there being no reason to join, because interviewees believed they received benefits regardless of financial membership. Further reasons were that interviewees believed they did not need the services of a union and, if they did need industrial relations skills and expertise they had those skills themselves. Others cited not being asked to join as the reason they had not applied, while not bothering to join was given as the next reason. Not bothering to join was entwined for interviewees with what they believed were their unsuitable personal circumstances making membership unlikely. The final clear reason for not joining was that the price was too high for what they perceived they would receive, or too high because of the absence of what they believed should be the level of service provision.

10.1   Rationale for joining

Slightly less than one third of interviewees (excluding NTEU officials), were members at the time of the interviews. Interviewees who were members, were asked why they had joined the NTEU and nine provided answers. Their responses ranged from suggesting that purchase was routine, to seeking membership to protect their working rights. In several instances members experienced several interactions with the union through its representatives, delegates, promotional materials and its influence in the workplace prior to joining, and these influences were the impetus to joining. The first interviewee, DF, (female, member) recalled that she had a history of union membership and it was a natural step for her to join the NTEU. Additionally she explained that sometimes a workplace can take advantage of workers and membership in a union can mitigate against that effect. She commented:

> I don't remember if someone asked me, I think I, I've always joined the union in every organisation I've worked

MC, (female, member) recounted how she was asked to join by the union

recruiter from the Victorian State Branch of the NTEU. She also added that she had already considered joining, so being approached was a convenience for her and she did not then have to find the information herself. She explained:

> We had someone coming through the corridor. Kind of we've got shared offices, so just knocking on cubicles and 'Are you a member?' And from memory it was not long after I'd started, and I'd wanted to join but I just hadn't gotten around to it. Because I moved across from Perth, so there was a lot of kind of paperwork and that type of thing. So, it had slipped my mind so that was actually quite good, because I didn't really have to go looking for the information. It just came to me. Yeah. And he gave me a brochure [with application form on the reverse side].

In 2012 the introduction of shared services (a centralisation of administration support) was put forward by management and HI (female, member), was the only union member in her department. Subsequently, all but the Head of the Department have joined. She believed her colleagues had joined, because they needed industrial support. At the time she was describing, the Head of Department did not understand the industrial requirements under Enterprise Bargaining terms and consequently did not adhere to the rules. She commented that:

> Yes, here I joined in 2012 when they started talking about all the changes to the University structure. I was fairly new into my position and I thought I'd like to at least have that back up and that support if worst came to worst from that perspective.
>
> And then so we started raising questions, particularly as there is a lot of younger staff, so we were sitting there thinking well we really feel like we're getting screwed.
>
> And so we started asking questions and all of that sort of stuff and found out that we actually are getting screwed but there is at least someone who's got your back in the sense of the union.

She felt the organisation had been taking advantage of the staff's willingness to work, because management had recognised the employees were grateful to be employed. She stated that:

> A lot of us are level As and things like that. We are very happy to have our jobs in the first place, but they kind of feel that they can take advantage of that.

HI (female, member) also explained that she had had previous work experience at a different university where they had clearly explained the Minimum Standards for

Academic Levels (MSALS), and the level of her appointment to her current position, was demonstrably incorrect.

She went on to explain that her colleagues were unaware of the distinction and that unit co-ordination roles for the academics were in breach of the EBA. As a result, she explained, she and her colleagues became members. She stated that:

> So now we are all card toting union members.

Previous union experience was also an important influence for KU, (female, member), who explained that she had been a member in her previous employment, but that her membership had lapsed. Needing to find information about working conditions, she had read the enterprise agreement and realised that she would be in a stronger position as a union member. Coincidently, a union delegate, on his bi-annual visit also visited the sessional office where she was stationed and asked if anyone was interested in joining. It was not until after she had then looked at the NTEU web site that she joined. She explained that her internal conflict about joining led her to become a member. She commented that:

> I'm pro-union and I wasn't in a union so I thought that was a bit of a conflict in myself that I should, put my money where my mouth is, basically. So just wanting to be more involved and contribute I guess. The fact that they got the good pay rises and things in 2011, that spurred me on. I thought well, that's worth it! To be a member and contribute, yeah.

Union membership in earlier employment positions was also an influence for KQ, (male, member). He was also prompted to join by a senior colleague, who had suggested he join and so he sought out membership even when he was still in a casual position. He explained that:

> But I've always been, I've always been, I think it's very good. As I said I don't get very involved in meetings and things like that but it's good to be a member and pay your fees because they are supporting you when you need them. I have experience in the past where the union were very supportive and they help you not just to go through a different period but they provide you with, lawyers and legal advice, information like that which is very helpful and you never know when you're going to need it. Hopefully you don't, but, it's good to be a member.

A union recruiter also approached UD, (male, member) and asked if he would

like to join. He explained that, when first employed at the university, no-one from the union visited and he was not aware of the union's function, nor what it could do for members. He became permanently employed with the Human Resources Department, but since his office was a locked off area, unlike that of academic staff and the majority of professional staff who can be accessed by the public, it was unlikely he would meet a union recruiter at work. However, he was briefly stationed at one of the satellite campuses and that was when a union recruiter approached him. He described the recruitment process as follows:

> I was working at St Albans on a six month secondment with no management around. I had the entire building practically to myself and somebody wandered in one day and I was very happy to sign up and join and I asked him a few questions. And he took my details and that was it I suppose. But I haven't had any other contact. That's the thing, there's been no [contact], and maybe that could be improved. That could be an area of improvement, I don't know what I want to know necessarily, which is always difficult.

TT, (female, member) had worked in secondary education prior to gaining an academic position in tertiary education. It was in the tertiary education sector that she first became aware of unions, because of outsourcing of jobs affecting her and her department. After a period back in secondary school teaching, she once again moved into the tertiary sector. At the time of the interview she had been a union member for 3-4 years. She explained that she felt some reticence about joining, because she felt the membership fees were high. Nevertheless she did join at her husband's urgings. She commented that:

> I was never a union member, I am now and that is probably only because my husband worked in universities for a lot longer than I have and he has always been a member of the union and said 'You have to be a member of the union' and I sort of said, 'It is an awful lot of money to pay, kind of thing!". But I have been a member now for three or four years but probably if he hadn't pushed me to be a member I wouldn't necessarily be, although in the last little while there's times when I'm glad that I'm a member, and I have a very positive view of unions and there are times that I feel that they become the barrier to actually moving forward.

The final member who responded to the question was US, (male, member). He explained that his union membership commenced, when he was employed as a casual employee, but during a period of upheaval the union refused to respond to his request to visit his work area and attempt to recruit his colleagues. He expressed that his disappointment was so great he resigned his membership. Resigning from the union was

a momentous action and he had never not been a member of a union previously. After a move into a permanent position, from his own volition, he took up union membership once more. He described the series of events and said:

> I was so pissed off that I quit the union and I've never not been in the union. Even though I've been casual and have found sort of similar approaches in a lot of places I've always been in it.
>
> Everybody says that the NTEU has been so good with casuals but that is for academic casuals, it is not with casuals in the general staff and with the likelihood of outsourcing of a lot of services here the number of casuals in general staff is likely to increase rather than decrease. That's just the general trend across the sector. So it is moronic and cruel, it's just stupid to treat casuals that way. I felt a little put out because I put my hand up to help be involved and help you know, get casuals on board and they [NTEU] were like "nup, not interested".
>
> I should just add that I'm in a different position, I'm full-time so I did let my membership lapse, I've signed back up again because I figure I now am in the workforce that the NTEU feels that they represent. And also I just think it's the right thing to do because you know, of the benefits that I enjoy were gained by the union. And, having since become a full-time member I'm getting regular email updates, like I feel like I'm part of the union now. So before I felt like I was kind of wasting my money, but anyway.

10.1.1 Views of Union Officials on Recruitment

A senior union official (NN, male) suggested that a particularly effective method of recruitment was to point out the financial benefits from the discount system the union offered on various goods and services. Such benefits were also touted as effective recruitment tools by one of the union recruiters.

The official union recruiter for the NTEU recounted his experience of interactions with employees and recommended a refutational style of personal selling, consistent with the method suggested by Rossiter and Perry (2005) in advertising messages, with those who question the reasons for joining. He described the process of recruitment and emphasised the variety of people and the variety of issues, which needed to be addressed, prior to employees joining. He said that:

> They [employees] liked the idea of the collectiveness. They love the idea of the benefits of a union and a little bit of the security side but the future pay increases and that sort of stuff wasn't as much of [a factor].
>
> Working with the call centres a lot of the young ones jumped on board because they saw each other jumping on and signing up so they were actually signing up.
>
> Being with the schools and going out to where some of the young teachers had come out, graduates, it was just the factor of we don't need a union we're all looked after why do you want a union, why do you want a strike?

> The upbringing, has a lot to do with it. What the family has instilled and not directly instilled - where the father might have been in the union and not necessarily overly pushed it but just union orientated or work orientated. It seems to have filtered down in a bit of a subconscious way and they're happy to hear about the union and join.
>
> I've come across some that will debate strongly about how they don't need any help, how they'll always be able to negotiate their own pay rise and there's no need for a union.
>
> But I think some of it is that people believe that if you join a union your name is out there. That could be a little bit of a factor as to if I join people will know I've joined.

The final union official to comment was KS (female) who, following the same argument as the recruiter, believed the family to be a major influence on people joining. She cited four other reasons for joining; having greater power and connection, having a problem that could be addressed by the union, political reasons and union activity generating interest in membership. She stated that:

> And we know that people join when there's industrial activity going on. So people join when unions are active. That's such a clear one in all of the literature, which is not surprising because why would you join if you've never heard of the union. It's not exactly rocket science is it! But it's taken us a 'Oh! Wow! People are joining because the union's active! Well, yeah!'

The following section examines the rationale given as to why employees chose not to join the union.

10.2   Rationale for not joining

The NTEU Victorian Surveys from 2008 (National Tertiary Education Union, 2008) and 2009 (National Tertiary Education Union, 2009) and the NTEU National survey of 2011 (UMR Research Pty. Ltd., 2011) offer insights across the sector as to some of the reasons that university employees do not join the NTEU. In the main, these reasons coincide with those offered in the literature (Bailey et al., 2010; Bulbeck, 2008) and also with the explanations offered by interviewees in this research, but with several additional reasons offered by one or two interviewees. Responses given by interviewees also delved more deeply into each of the reasons for not joining compared to much of the prevailing literature, offering greater insight into the motivations for non-membership.

The reasons given by interviewees for not joining are given below. The reasons are i) get the benefits anyway, ii) did not need a union, iii) can negotiate conditions for

myself, iv) were not asked to join v) never bothered to join or personal circumstances did not warrant joining vi) the price was too high, vii) additional issues with union membership.

Although the data from the three NTEU surveys aligns with reasons one, two and four, it must be remembered that responses are from all the age brackets and not from Gen Y alone. Having offered this caution the breakdown of data is provided in Table 10.1.

Survey question: Reasons for not joining a union	Victoria State Branch NTEU Surveys		National NTEU Survey
	2008 (n 383)	2009 (830)	2011
	Non-member interviewees 54%	Non-member interviewees 45%	Non-member interviewees 61%
I don't feel that I need union support	19.32%	45.4%	39%
I have never been asked	44.90%	40.5%	35%
I don't need to join the union as I benefit from their work anyway	---	---	28%

Table 10.1 Reasons cited for non-membership. Sources: (National Tertiary Education Union, 2015b, 2015c)

It should be noted firstly that in the 2008 (54 percent) and 2011 surveys (61 percent), more non-union members have responded than members. There are no other examples of (for the lack of a better term) 'non-customers' who receive a service, refuse to pay, yet are permitted to provide feedback to the service organisation. In the 2015 NTEU survey (National Tertiary Education Union, 2015b) non-member numbers reduced but were still sizeable and reached 41 per cent (almost 2,700 people).

The percentages of non-members answering positively to the first question (in Table 10.1) showed a movement up from 19.32% to 45.4% followed by a small drop in 2011 but still remaining high at 39%. The second question (in Table 10.1) shows a movement downward from 44.90% in 2008, to 35% in the 2011 survey. The final question (in Table 10.1), "I don't need to join the union as I benefit from their work anyway" was asked for the first time in 2011 and elicited a response of 28%. Earlier literature on union membership did not explore non-members willingness to receive free benefits and their justifications for doing so. Non-member interviewees in this research volunteered information about their experience of receiving free services from the union, and member interviewees also shared their observations and feelings about seeing non-

members receiving union benefits without payment. It is to this area that the research now turns.

10.2.1 *Benefit anyway*

Interviewees were asked the broad question of why they had or had not joined, but the issue of free riding was not explicitly mentioned by the interviewer. In this research few members commented on their perception of fairness issues about free-riders, (it was not an interview question) but in forthright explanations of not joining the union, several non-member interviewees commented on receiving the service for free.

Two members initiated conversation about the topic with the first simply mentioning it in passing (KU, female, member). The second interviewee however (TT, female, member) was extremely agitated and extremely irate at the recollection that non-members also received a pay rise and improved conditions in the last round of Enterprise Bargaining. She was so upset around this issue that she spoke for many minutes on nothing else which when transcribed filled an entire page and addressed concerns such as not understanding why that should be the case, and was very clear that the situation was black and white; either one paid and received benefits or one chose not to pay and was entitled to nothing. She stated that:

> Some people aren't part of the union and yet they reap the benefits and I think you either are or you're not and if you're not then bad luck!

The interviewee (IT, female, member) proceeded to draw an analogy of using an agent to sell a house and paying to receive the best service and using a doctor for consultation when unwell and paying for medical expertise. She also pointed out that one should not be an outside observer, when others are fighting for rights and work conditions. She said that:

> Well you don't get to be a person standing in the crowd or so to speak in [sic] and get those same benefits but here you do. You don't go to the doctor and not pay!

She went on to say that if non-members wished to devise a plan and represent themselves it would be very acceptable, but if they were not prepared to do so then they should be silent and not expect union advice or assistance. She stated that:

> Shut up and you be happy with what you've got or you pay someone else to do it.

However the injustice about free riders was not expressed by non-members when they brought the topic up. Non-members, who commented on the topic, were well satisfied with their decision. The comments reveal the tone and attitude with the first from ZM (male, non-member), who said that:

> Well, I think it's perfectly fine with me – because I'm among the beneficiaries [of free NTEU benefits].

The other interviewee (TD, female, non-member) who discussed this topic stated that;

> See, the union to me, they fight for everybody, whether you're a member or not. See, I don't – I see it as, I'm still going to get what my colleague who signs up is getting. So, it's like, well, she's paying money for something that I'm going to get anyway … Because I'm getting what she's getting and she's paying. So, it's like, well, what's the point in giving them money, when I'm getting it anyway?

Free-riding is a vexed issue which requires further research, and is notably not included in the regular surveys by the ACTU and the NTEU. Further research may reveal the depths of feelings experienced by members which then may prompt the NTEU to make positive changes that benefit only members, or at the very least it may prompt a public relations campaign to provide members with an explanation as to why the free rider effect would have to be tolerated with regard to this issue.

The non-member who commented on this earlier (TD, female, non-member) suggested that, if the NTEU clearly differentiated between members and non-members on other issues, it would be a prompt for her to consider membership. This point was also taken up by the union recruiter (GR, NTEU recruiter), who explained that when in a sales cycle he would use a counter argument that non-members cannot access union shopper or Teacher's Health, health fund. That was the full extent of his list. He added that he would point out to non-members that, although they received the latest pay rise, that same pay rise could have been bigger, if more people such as themselves were also members.

However, when considering the numbers it would have to be a series of somewhat larger pay rises to make up the cost of the membership fees per individual. The issue of additional member benefits is an important one which will be more closely

scrutinised in the final chapter.

10.2.2 Not needed union

The question of needing a union or self-managing one's workplace rights were explored with interviewees. Comments from some interviewees, which indicated they believed that they could negotiate for themselves are considered in the next section. However, there are other reasons why a person may also respond that they do not need a union. This can occur because when a worker has never had work issues arise (or at least not that they know of), that needed to be resolved or when they have had the good fortune to be working for an affable supervisor.

The view about the need for a union, according to FN (female, non-member) is that it is good to have the union's presence, because it keeps pressure on the system to maintain overall working standards. However, on a day to day basis she considered that she did not need the assistance of the union. She stated that:

> Now I think we do have better rights as workers.

The conclusion from such a statement is that the union has undermined a need for a union because of its own excellent efforts in building good working conditions. The interviewee (FN, female, non-member) mentioned that she had not required assistance. She commented that:

> [I] never felt like I needed external help.

She also stated that the existence of suppliers such as the Fair Work Australia Ombudsman meant that she could, if need be, look out for her own interests in the workplace. Another scenario of not needing any representation was mentioned by MH (female, non-member). She said that:

> It's just that I just feel that, in my position at [name] university, I don't really
> need them.

Similar considerations were reiterated by SC (female, non-member). She commented that:

> Yeah, I have not needed a union.

These views also relate to how Gen Y are characterised in the education and social media literature as seeking immediate gratification (Arhin, 2003; Buissink-Smith, Spronken-Smith, & Grigg, 2008; Temkin, 2008) therefore, it is suggested that their need for immediacy has become so normalised, that it applies even to the purchase of union coverage. If and when the union is needed is when membership will be entered into, with the market aware that on payment of only12 months' back dues a full suite of service can be delivered by the NTEU for newly joined employees.

10.2.3 Can negotiate and manage conditions for myself

When asked if she were able to negotiate with her manager and sort out problems herself, interviewee, FN (female, non-member) replied briefly. She said:

> Yeah, yep.

She noted earlier in the interview that she felt bad about saying she did not need a union. She explained that:

> Because I sort of feel like every worker needs the presence of unions.

The presence of unions as expressed by FN (female, non-member) was also explored by the National Assistant Secretary of the NTEU and he presented a case for joining He said:

> So while you may be perfectly able to negotiate for yourself, it is about something more than just that question of being able to negotiate. I know that for myself if I was back in the university, I'd probably be quite capable of negotiating for most part the things that I need to negotiate but that doesn't account for the decisions that get made, that are made at a level that I can't negotiate with or that are made by an employer or boss who's a complete bastard.

The free availability of industrial resources was another factor cited, when interviewees were asked why they had not joined the union. FN (female, non-member) commented, as noted previously, that the Fair Work Australia Ombudsman was available and UG (male, non-member) supported this view, adding that there was plenty of alternative sources of industrial information. He said that:

> A lot of the information these days in regards to your rights at work and what-not, in terms of, individual circumstances, I think is accessible out

there. We all have access to the legislation, we all have some sort of access to the advice and what-not.

Along with the view of managing and negotiating for oneself is the consideration that the union itself could not really bring in any additional skills or knowledge, which the interviewee did not already possess. IN (female, non-member) said that:

Like, what could the union do that I couldn't already do for myself?

She added that the NTEU may have the potential to assist in a minor way. She stated that:

It could help a bit.

Nevertheless, she commented that she had the requisite skills to self-manage her conditions at work and that she could support and stand up for herself. She said:

I'm already perhaps quite capable.

These views were reiterated by NI (male, non-member). He stated:

Saying that I can negotiate stuff for myself and all of that, I used to work on the advertising agency side of things and that is an industry that really exploits their workers and that's where I think a union could come in and add value.

If I was working in that side of things I would certainly sign up to be a union member because people get exploited. In the higher education sector that doesn't happen and I think the union plays a vital role in that and I'm comfortable negotiating myself and I do appreciate the role of the union has, played a part in that.

The same interviewee (NI, male, non-member) commented that, even though he did possess knowledge about the area because of previous training, it was helpful to have a union presence. He said:

[It is] still quite useful to have a union in your corner at certain times, for a bit more clout.

It is clear that there is an emerging theme from the views of the non-member interviewees that they did not want to join for the various reasons listed, but they still appreciate the NTEU presence and the ability to access union power when needed.

10.2.4   *Not asked to join*

A workplace where unionism is the norm, and by not joining sends a message that the worker is not a team player, acts as an incentive to get new staff to join. Consequently, when IN (female, non-member) commented that she had not sought union membership, because she had never been in such an environment, it could be interpreted to mean she had not been asked. Her rationale for not joining was that she had never been employed in an organisation that had high union density. She stated that:

> [Not employed] in one of those highly regulated industries where it's [union membership had] been heavily pushed around.

She also commented that the union could not offer anything that she could not already manage for herself

If the union no longer offered assistance to non-members, by removing access to all online industrial relations material by non-members, by placing it on a proprietary log-in web page instead, others would be motivated to join. The promotion of the NTEU's industrial successes would prompt some non-members to join, as too would promotion of the NTEU's wider political functions such as representing workers to senior university managements and relevant politicians. The remainder of the reasons to not join the union are now considered.

10.2.5   *Never bothered to join or my circumstances do not warrant membership*

Several interviewees commented that because of their employment status (temporary work visa, an employment history of short term contracts, likelihood of changing industries and casual teaching contracts) they were unlikely to join the union. Several commented on the lack of provision for casual staff in the union and were unaware of the introduction of Academic Teaching Scholars; the role of which was specifically designed to move casuals into on-going positions and which was negotiated as a national mandatory claim by the NTEU. The interviews for this research were held just prior to the marketing campaign entitled 'Super Casuals', which is currently underway and designed to make casual staff more aware of their rights.

One of the non-members, (EW, female, non-member) commented that her expectation upon commencing work at the university was to sign up to the union, but she felt confused about what it entailed and consequently did not join.

Yet another scenario was that of an academic (IN, female, non-member) who

thought she was ineligible to join the NTEU, because she was not a registered teacher.

10.2.6 Price too high

GP (female, non-member) felt that joining the NTEU as a member, was not worth the expense, because she was only working sessionally two hours each week and that even though the fee would be small, it was not justified. However, she also expressed the idea that a union was needed to engage successfully with university management. She stated that:

> You do need people in there [in the NTEU] in order to have the bargaining power.

The idea that there should be a union in the background keeping everything safe but that for a variety of reasons the speaker is not the one, who should have to contribute to this 'safety net' emerges as a major theme in the research. The union as 'safety net' is driven in part by the idea that unions did a great deal in the past to create today's good conditions. Those efforts are respected, but there is little to no loyalty for an organisation that existed in days gone by. Union are especially disregarded, when there are other options, such as those expressed by interviewees. The argument's conclusion is that unions are still needed, but only in reserve, to maintain the status quo. Such a viewpoint is espoused by FN (female, non-member). She stated that:

> They're [unions] definitely still worth having around, because obviously that things have probably been driven a lot by the unions.

However, there is insufficient motivation toward union membership to join. The tendency for Gen Y is that, when there are sufficient other brands (in the case of unions the other options are not brands but other service options such as the Fair Work Australia Ombudsman, or free industrial relations information on the web), Gen Y are far less likely to remain loyal to any one brand (Reisenwitz & Iyer, 2009), although this is understood to be the case with all generational markets to varying degrees.

Many interviewees were unaware of the price for membership and almost all were not aware that membership fees were tax deductible. JE, (female, non-member) expressed her unwillingness to pay at all. She said that:

> And my whole issue is I don't have a problem with unions, I actually think they're good for the employees but I don't really know enough about them

> to be quite happy to just sign away all this money and I'm quite happy to go
> and read up more about it and look more into it but at the time I didn't have
> the time to do that and I'm not happy just to say okay I'll give you this much
> money each month and I don't really know what you're doing for me.

Her comment that it is unknown what the union does and that one should not pay for an unknown, is often repeated by the interviewees (and could easily be mitigated by marketing actions).

Another approach used by non-members to explain not joining was to underrate a large part of the union's role and then claim what was left was not of sufficient value to join. Undervaluing of the NTEU's work was directed towards either, the local level of operation (what was done for members within their work environment) or the overarching level (such as enterprise agreements including pay increases and lobbying government). The claim was that the remaining portion of the NTEU's role is valueless as noted by UX (male, non-member). He stated that:

> But those two things with negotiations and salaries are the two things that
> have been mentioned to me that the union does and neither one of them is
> something that I feel I need to pay a $1,000 dollars.

10.2.7 Additional issues with union membership

Several non-member interviewees, commented that they believed work measurements should be based on performance (which in the main they actually are for academics) and that the union protected the 'old wood' that is, staff employed with the university for a long time that were now no longer productive. Such protection meant, in the interviewees' minds, that the organisation operated less efficiently.

Interviewees also perceived that inadequacies of the NTEU were also part of the rationale not to join. One interviewee (UG, male, non-member) felt that some of the industrial cases should not have been defended by the union and that this was another reason that he was not comfortable with joining. The fact is, that the NTEU does not get to pick and choose cases. Cases are deemed to be legitimate based on whether there is a breach of the enterprise agreement or other work rights, including a breach of agreed protocols. University management have agreed to these arrangements and both sides understand that without agreed upon work provisions and processes the organisation would be in constant and complete chaos.

Several interviewees, again non-members, expressed their views about salary

negotiations and Enterprise Bargaining with UX (male, non-member) commenting that he would forgo a pay increase via NTEU bargaining and prefer to base increments on his work abilities and performance. He did not refer to management's prerogative to arbitrarily increase workloads, remove benchmarks and individualise performance expectations.

> But I haven't really felt that that's … is something too important for me either. Because I'd rather, if it's a matter of increasing my salary I would rather put my effort into my own performance and look for a promotion instead of bargaining for the increase at my increment level. I'd rather look in myself and see what I can do to increase my increment, to increase my own increment. That's my view on that.

The final point mentioned as a reason not to join the union was that the staff seen to be associating with the NTEU was something to shy away from and was effectively a career killer, if the NTEU was used to openly assist a staff member. UX (male, non-member), stated:

> Such as help negotiating my workload or having a representative present in a meeting with a superior which are things, that I wouldn't want that because it would make me extremely uncomfortable. It's like bringing your mum to a business meeting sort of thing; that I'm weak and fragile and can't negotiate my own terms … and also I feel just to do that I'd be under the impression that I should establish a good working relationship with my superiors and to bring in someone else to negotiate for me it is an aggressive move saying that I don't trust you as my boss and I'm going to get you and add some artillery to myself and I wouldn't want to do that.

An idea that emerged following his explanation was that the interviewee (UX, male, non-member), up to this point in his current position had not had any work problems which he believed were generated by his line manager. He reported:

> [And I don't feel since working here that I've not been in the situation where I felt that it was my direct superior that caused any sort of things that I would have grievances against, so not any need for that. Enterprise Bargaining and those kinds of things that have been mentioned, but I haven't really felt that that's, perhaps I'm not thinking long term enough, but haven't really felt that that is something too important for me either. So yeah but those two things with negotiations and salaries are the two things that have been mentioned to me that the union does and neither one of them is something that I feel that I need to pay a $1,000 dollars.
>
> Interviewer: Has anyone talked to you beyond those two things?
>
> They may have but either I didn't get it or I didn't listen. Both are possibilities.

10.3 Chapter Summary

Chapter ten answered research question eight, regarding Gen Y's motivations to join or not join the union. Members gave rationales for joining that included needing industrial assistance, claiming that it was 'the right thing to do', that they were receiving the benefits and should therefore pay, and that membership was a natural consequence within a highly unionised environment. Several mentioned that they had joined because they had been asked. The majority had a narrative describing several influences that culminated in membership. The interviewees were strongly influenced by being asked in person to join, particularly if they already perceived both the product category (unions) favourably and brand attitude (NTEU) favourably. The established literature describes each of these influences, (Bray, Deery, Walsh, & Waring, 2005; Peetz, 1995a) but there is little existing research that provides such a rich narrative, weaving together the individual factors that resulted in members joining the union.

Non-members gave a range of reasons they did not join, including the fact that they received the benefits regardless of their membership status. Other reasons included not needing the services of the union, the perceived ability to negotiate for oneself, not having been asked to join, circumstances not appropriate for membership such as casual employment, the price for membership being too high and under-estimating the services provided by the NTEU in bargaining and lobbying government. Again, several of these reasons are described in the literature. However, new areas are explored such as awareness of tax benefits from union membership fees and a frank illustration of the free-rider phenomenon as described by interviewees when talking about their motivations for not joining unions. The forthright explanations provided by Gen Y interviewees about their ability to negotiate workplace conditions and expertly source and understand industrial relations materials was also new ground not as yet explored in the literature. Areas that aligned with existing literature were noted as were the new insights provided by this research.

The final chapter identifies and discusses the themes that have emerged from the research and provides practical application of marketing theory to the problems associated with membership decline.

Chapter 11: Identification and Discussion of Themes

The major research question is subdivided into seven related sub-questions and the exploration of each question has revealed important themes. The identification of themes was performed by adopting Ryan and Bernard's (2003) techniques in thematic analysis. The following sections identify and discuss themes. Practical application suggestions are offered at the end of each section.

11.1 Getting to Know Gen Y; characteristics, influences and media consumption

Chapter six explored the first two research questions, with question one addressed in the first part of the chapter.

> i) What are the favourable Generation Y consumer characteristics and influences leading to union membership?

11.1.1 Volunteering

Volunteering was taken as an indirect indicator of community mindedness, with the rationale that a community minded person would be less prone to exhibit narcissistic characteristics and more pre-disposed to union membership. What was revealed was that volunteering, in part, increased the volunteer's opportunities to gain paid employment, because their volunteering history would be recorded on their resume and volunteering is appealing to employers. Additionally volunteering offered personal gain by enhancing a volunteer's studies or by increasing their experience in a given area. Interviewees did not comment on their volunteering as motivated from a desire to assist others however, because they were not prompted on this line of enquiry.

Interviewees also commented that their lack of time because of work and family commitments, made it impossible for some of them to volunteer for community work. Others noted that they felt a lack of interest in community matters and so they did not volunteer in community events. Strong self-interest of this nature is described by Twenge and Campbell (2009) as individualistic and a component of narcissism. The implications for unions, as pointed out again by Twenge and Campbell (2009), is that it is more difficult to recruit those with little community mindedness into community affairs, and for unions more difficult to recruit them using unions' traditional altruistic

arguments. It is better therefore, when trying to appeal Gen Y with these characteristics, to rely on the self-interest catch cry of 'what's in it for me?'(Twenge & Campbell, 2009) and do this by applying the Self-Identification elements of the CRUSH (Cool, Real, Unique, Self-Identification and Happiness), framework (Joeri Van den Bergh & Behrer, 2011) to promotional messages. The potential group would be well named as 'Own Best Interest'.

11.1.2 Family influence and background

A strong pro-union family influence clearly results in some people joining the union. However, the interviewees who did join as a consequence of their family's positive influence and already espoused union values, were in less need of communication messages urging them to join. They could be well named the 'True Believers'. The last group to be identified are described in table 6.4, as a group that espouses union ideals, but have not as yet joined. They would be well named 'Walk the Talk', based on the idiom of 'talk the talk and walk the walk'[14]. The 'Walk the Talk' typology are comprised of people with a variety of family influences but the majority are from a family influence more likely to be favourable to unions. Nevertheless this group, regardless of their professed positive views about unions have not as yet joined.

11.1.3 Media consumption

Question two was addressed in the latter part of chapter six.

> ii) What media consumption patterns can be identified leading to effective
>   exposure of union messages?

Interviewees' preferred leisure reading materials covered a wide selection with a preference for six particular print publications and one online publication. Their choices were consistent with the national figures for Gen Y (Roy Morgan Research, 2012), however additional research to better clarify Gen Y university workers' most read publications is needed. The interviewees' also revealed their preference for short lengths of text, as shown by their browsing and flicking through material, rather than reading longer passages or longer types of text. The implications are that the NTEU, already

14 If you say that someone talks the talk but does not walk the walk, you mean that they do not act in a way that agrees with the things they say (Cambridge University, 2016).

cognizant of Gen Y's preference for short 'grabs', should ensure NTEU publications cater to such readers with more, shorter articles in The Advocate. The NTEU could also consider advertising in publications that Gen Y read for leisure, to increase the number of exposures to the NTEU brand name and thereby also increasing the number of opportunities to join.

11.2   Gen Y's general perceptions of unions

Research question three was explored in chapter seven and several themes were revealed.

> iii) What are Generation Ys general understandings about unions and the NTEU and what aspects are appealing and what are unappealing?

11.2.1   Gen Y's union knowledge

The introductory question of 'What do you know about unions?" revealed a clear distinction between members and non-members, with members having a greater knowledge than non-members. In part this can be explained because members had received regular communications from the NTEU after they had joined and prior to their interview for this research. If current members had originally joined without prior knowledge of unions, their understanding would have been increased because of their exposure to union ideas through receiving NTEU publications. The alternative is that they may have had a deep understanding of unions prior to joining anyway. However, an alternative view was provided by members, who indicated that the bulk of their understanding regarding unions came about only after they joined, and had become active in NTEU matters.

Most non-members clearly had very little understanding about unions beyond the general knowledge that they represented workers' interests, and only a couple knew about the role of the Fair Work Australia Ombudsman. It is, therefore, apparent that there is little product category awareness for those not already members of a union. In the interests of making the NTEU recruiting process easier, promoting the contemporary purpose and current achievements of unions generally would be advisable.

11.2.2 What do Gen Y know about the NTEU?

The interviewees were also asked what they knew about the NTEU in particular. The interviewees, in the main, were not aware of the majority of the NTEU's activities on behalf of the membership or the sector. During the period in question several attempts by management to make staff faculty redundant were thwarted by the NTEU and workers' conditions were maintained. These and other unknown (to some interviewees) NTEU activities, had occurred at the interviewees own campuses, further illustrating the serious lack of communication between the NTEU and their market. In the absence of product category (union) knowledge, and brand (NTEU) knowledge, attempting to recruit employees becomes increasingly difficult and requires the NTEU delegate or other representative to handle the employees' lack of product category and brand knowledge prior to any sales taking place. Building on the earlier recommendation about building product category awareness, the NTEU also needs to build brand awareness to prepare the ground for recruitment opportunities.

11.2.3 Brand misinformation

Brand misinformation included interviewees' belief that the NTEU was a government controlled organisation. Non-members and members also thought that some activities with serious negative consequences for members were conducted by the NTEU when they were not, and that the NTEU had far more organisational power than it had in reality. Each incorrect perception can act as a negative influence and as pointed out by Richey et al. (1975) false or misleading information can negate up to five pieces of positive information about a brand. Each negative association makes building a positive brand attitude that much harder and successful recruitment more difficult.

Actions to eliminate false information about the NTEU are advised and could consist of greater engagement with non-members via the delegates in person, posters and via public relations materials such as flyers, that cost little to produce and can be quickly updated with a membership form on the reverse side.

11.3   Perceptions and Relevance of the NTEU

The research findings detailed in chapter eight were in response to research questions four and five. The themes that were revealed are outlined below.

iv) What is the perceived brand image of the NTEU and is it generally a positive or negative image?

11.3.1 Unions', including the NTEU's brand image

Analysis of responses revealed that about 40% of interviewees did not engage with mainstream news and current affairs media, and were therefore limited in their ability to consider whether unions were treated fairly in news reporting. Both union members and non-union members who did engage with mainstream media considered that unions were portrayed as associated with strikes and causing trouble. However, interviewees suggested that the demonising of unions was typical of broadcast media operators, who have a vested interest in bad news stories because higher ratings were generated by confrontation, supposedly caused by unions. Overall, interviewees recognised the often complicated relationships between unions, employers, news reporters, and the community and their views (including non-members) were not unsympathetic to unions.

11.3.2 Workplace presence

The NTEU was described as being invisible in the workplace by interviewees. They commented on the brief appearance of an occasional recruiter, but noted that otherwise much of the workplace was bereft of NTEU materials and personnel, such as union delegates. A financially low cost solution is offered in the form of posters which could contain the contact details of local NTEU representatives. Posters and visits from NTEU delegates would fill the void and maintain the image of a caring brand.

11.3.3 Brand attitude

The latter half of chapter 8 addressed research question 5 regarding interviewees' perceptions of unions.

v) How relevant are unions to Gen Y and do they perceive unions as a positive workplace influence?

The message from Gen Y interviewees was that they perceived unions generally provided a necessary service, whilst simultaneously believing that at a local level the union was both a burden on the university and, a benefit to employees. Their opinions showed a paradoxical viewpoint about unions and the NTEU, sometimes stating that the union asked for too much from the organisation, but also stating that they enjoyed the benefits of the union's efforts (many without contributing financially to the union). Other contradictory comments included stating a feeling of satisfaction with short term contracts, and almost immediately stating that a five year contract would be ideal. Many non-members believed that the union had nothing to offer to assist employees in the workplace. The NTEU's lack of purpose was because non-members and members either did not require any improvements in conditions, or they had no workplace problems and also believed that they could resolve workplace issues themselves, if any arose. It is therefore, recommended that a program of educating non-members about the level of complexity of negotiating and resolving some workplace problems be undertaken. The campaign would also need to incorporate information about benefits that are only available to members, to create a need in the market for other NTEU services (as part of the membership package).

11.3.4 Unions as a forgotten force

Many non-members were confident they could negotiate with management and achieve successful outcomes to improve their work conditions. On this basis they also believed that unions were therefore no longer a necessary part of the employment landscape. The prevailing response was stated as a question; 'what can the NTEU do for me?' Many non-members believed that the NTEU was inactive and provided no value for workers based, in part, upon their capacity to represent themselves and hence to not need a union. Testimonials from university staff who had unsuccessfully tried to negotiate an industrial conflict with university management and had since joined the union would be a fitting creative strategy to demonstrate the union's skill and knowledge in benefiting members.

11.3.5 NTEU service quality perceptions

Member interviewees reported various service failures in the Gaps' Model (Lovelock et al., 2015) that resulted in a serious loss of trust with the NTEU. None of the

service failures were rectified by the NTEU and in one case this resulted in the loss of what had been a loyal member. There were no systems in place to measure service expectations or service delivery levels and no systems designed to repair damaged relationships with customers. Therefore it is recommended NTEU Branches introduce a customer feedback system.

11.3.6 NTEU liability or moral conscience

Both member and non-member interviewees were critical of the union for what they perceived was the union creating barriers and problems, which caused the university to operate less efficiently and uncompetitively, in what interviewees also perceived were difficult economic circumstances. Some interviewees (members and non-members) were vehement in their opinion that the NTEU should not protect individual workers, especially those that the interviewee did not considered to be productive, and were not adding to the university's profits. Interviewees did not note that the NTEU is not free to select who should and should not be offered job protection, but that the NTEU's industrial services are available to any worker, whose job conditions have been breached. To address concerns that the union reduces universities' ability to generate profits, it is therefore, recommended that the NTEU improve dissemination of information of university expenditure. In addition, the NTEU could accompany expenditure data with discussion about the universities' prerogative to spend as it sees fit and explain that when a union fights for workers' rights this of necessity may lead to "costs to university".

11.3.7 Blue collar/white collar

The literature about trade unions suggested that there was a divide between blue collar and white collar workers (Moody, 2007) and that unions were traditionally seen as blue collar or manufacturing based. Interviewees did not perceive that the NTEU and even other unions were blue collar and as such this topic did not reveal themes worthy of further research.

11.3.8 Collective actions and employee 'voice' and NTEU as a foil to management

Although positive comments were made by both members and non-members, the comments from members offered the most support for the NTEU, coming as they did from persons with exposure to the NTEU's service delivery. A second clear theme

emerged regarding the union providing a 'voice' for university workers which, without the NTEU, it was perceived they would be without. Both members and non-members felt that employee 'voice' was vitally important, particularly for those staff, who were not able to confront the power and authority of senior staff. The anonymity offered by the NTEU was also felt to be a benefit to members and provided a safe channel for them to express contrary views to those of management. The union is also able to offer university employee opportunities to observe open debate with senior management and to provide an airing for views not always aligned with management. Testimonials would provide an appropriate channel to inform university staff about the union's role in representing members.

11.3.9 Associations with politics

Transitional markers[15] and repetition of the topic (Guest et al., 2012; Ryan & Bernard, 2003) indicated that the association between the Labor Party and the NTEU was strong and worth exploring. Although the NTEU has no political affiliations, and does not contribute to any political party, the general perception of interviewees was that there was a strong affiliation with the Labor Party. As noted in the research, the NTEU had clearly communicated their independence from all political parties, but interviewees still believed that there was an affiliation. The NTEU, to more effectively inform university workers that there is no affiliation with any political party, would be advised to more broadly communicate the message beyond the standard members' only materials.

11.4   NTEU promotion

Research question six was explored in chapter nine and several themes were revealed.

> vi) What are the NTEU's successful promotion strategies used to grow NTEU brand awareness?

11.4.1 NTEU Promotion

Interviewees were asked to comment on the image used for the front cover of the

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[15] Shifts in topic by the interviewee that can indicate themes (Guest et al., 2012)

NTEU publication, Advocate (vol. 21 no. 2, March 2014). Responses varied with some experiencing confusion, because they believed the person on the cover was a student, while others felt his beach-like appearance was not appropriate for the publication. In the main, most interviewees believed that he looked happy, pleasant and they used other adjectives along those lines in their description of him. Many interviewees liked the image, because the person in the image was young. These favourable characteristics align well with the descriptors for the CRUSH framework (Cool, Real, Unique, Self-Brand Identification, and Happy) and is a good indicator that the application of the CRUSH framework can be used effectively to communicate with Gen Y.

COOL	REAL	UNIQUE	SELF-IDENTIFICATION	HAPPINESS
Togetherness	Democratic & Open, No Elites	Place	In Line with My Values	Togetherness
International Feeling	Classic Occasion	The Real Thing	Aspirational	Indulgence
Story Generating	Simple & Consistent	Heritage	Helps me to Express Myself	Excitement
Experience	Naturalness/ Environmental	Unique Concept	This Brand Cares	Linked to Perfect Occasions
Quality	Real Emotion	Art		Spoiling a Loved One
Newness	Building on Existing Environment	Design		Comforting/ Security
Limited & Hidden	Heritage/ Culture	Memories/Stories/ Experiences		Experience
Unexpected	History	People		

Table 11.1   The CRUSH Framework components and descriptors. Purple coloured cells relate to NTEU.

Interviewees were then asked to look at banner images from the NTEU web sites. Of the six images viewed, members and non-members only clearly understood what was happening in one banner image; the street rally, (Figure 9.7). However, even this image was regarded positively with only about half the interviewees, with the others noting that they either found it lacked interest, because it was a hackneyed image for unions, they did not get involved in rallies and, rallies were ineffective at creating solutions.

With the other five images the NTEU has pitched the message based on too high

a contextual understanding for the Gen Y bracket, with only a small number in each case bringing some understanding about the image content. Overall, members and non-members alike, did not recognise the people in the images and in part because of this, they did not understand the message. The caution for the NTEU is that Gen Y university employees have a limited industrial relations repertoire to call upon. When communicating with them, it cannot therefore be assumed they will be familiar with images, phrases and current NTEU campaigns.

The other theme which emerged was that academics are perceived as being distinguished, older and having a particular 'look'. Younger academics in the images were confused with students, even to younger academics themselves, who were responding to the images. As noted in the literature, communicating about services is difficult partly because of services' intangibility (Lovelock et al., 2015). The use of symbols and images which clearly represent academic staff (regardless of age), would be a useful link for Gen Y audiences.

The final major theme that was revealed is Gen Y's persistent need that messages must be relevant to them as an individual, and relevant to them at the time of viewing, rather than communicating in the present about a future perceived need. It is necessary that any communications to members must be contextually current for the audience, be supported by generic messages to non-members to encourage their questioning of management facts, and that by joining the union one is provided with an alternative view to management. Additionally, generic material should also cover the questions listed earlier in this chapter, which will create some doubt in the non-unionists' minds that their viewpoint may not be correct. Such generic material, to be consistent with the CRUSH matrix, would have to have the message couched in light-hearted humour.

Brand colour was the final topic explored in chapter nine. It was revealed that interviewees strongly associated the colour purple with the NTEU brand. It was mainly perceived by them as a progressive and modern colour and is therefore, an asset in the NTEU's brand management program.

11.5 Rationale for membership; rationale for non-membership

Research question seven was explored in chapter ten and several themes were revealed.

> vii) What are the reasons Gen Y choose to join or not join unions and are these motivations consistent with the literature relating to other generations?

11.5.1 Reasons joined

Members' reasons for joining ranged from stating that it was the natural thing to do and to they may need union help in the workplace. Some interviewees were influenced by their previous work experience, in which they had been a union member, and this carried over into their current employment, acting as a positive influence for them to join. Earlier in chapter six, it was explained that seven of the ten members who were interviewed, were from families favourable to unionism, a view supported by Peetz (2010a), and one joined because of an immediate need for industrial relations help. The members expressed attitudes consistent with those described in the literature about motivations for joining unions, such as a positive view of collective identity (Provis, 1996). A common element for most members as revealed in this research, was that they were asked to join and simply being asked, acted as a strong prompt for them to take action and join. It is therefore recommended, that the NTEU encourage Branches to create recruitment committees and conduct membership drives with specific actions to ask non-members to join. An incentive to members who recruit colleagues, would be to offer a modest spotter's fee for signing up new members.

11.5.2 Reasons not joined

The reasons provided by non-members as to why they did not join the NTEU are that: they benefit anyway without needing to join, they have not needed the union, they can negotiate and manage conditions for themselves, they were not asked to join, they never bothered to join or their circumstances did not warrant membership, the price was too high and other additional issues with union membership. The depth and richness of the interviewees' responses has added further insight to university workers reticence in joining the NTEU. The issues are interrelated, paradoxical and messy, with interviewees' comments indicating that this sample are more sophisticated in their considerations than that of workers in other service industries.

Examination of attitudes to unions from a marketing perspective has explained in more depth issues which relate particularly to Gen Y university employees, such as their increased perception of themselves as skilled negotiators and managers, their perception of themselves as individuals and not members of collectives (such as unions), their increased sense of entitlement and hence their lack of guilt or apprehension of receiving services freely (free riders), and a lack of guilt or apprehension about communicating about not joining.

The vast increase in the number of university workers on short term contracts has also been a strong reason for workers not joining the union because firstly, they do not believe the union can influence university management to replace contract work with on-going positions and, secondly, because they are temporary employees who are likely to leave the sector altogether, they do not believe that it is worthwhile to join the union.

Another major theme was the degree of misinformation about the union, including ineligibility to join, that acted as a deterrent to membership. The lack of union presence, including delegate activity, was also noted as a negative influence on joining, on non-members and members alike. The investigation of each of these areas revealed the presence of three potential typologies, ('True Believers', 'Talk the Talk' and 'Own Best Interest') and made it clear that the application of marketing principles would greatly assist in addressing each general type.

11.6   New typologies; 'True Believers', 'Walk the Talk' & 'Own Best Interest'

The research has identified three possible Gen Y groups upon which the NTEU could focus its attentions; 'True Believers', 'Walk the Talk' and 'Own Best Interest'. 'True Believers' are those who espouse union values, tend to have a background positive to unions, and have most likely already signed up, but must not be ignored because of their 'easy' adoption of membership. They require the development of a deeper relationship with the union and must be rewarded for their commitment by workplace visits from delegates, access to free corporate giveaways and encouragement to participate in union activities such as an end of year function, as was undertaken by the branch in this research (see Appendix F) which led to further successful recruitment.

The next group, 'Walk the Talk' also espouse union values, but lack the motivation to seek union membership of their own volition. This cohort require

workplace visits, and an environment already seeded with NTEU messages and materials, acting as a reminder of the NTEU brand to gain attention which would arise normally when the NTEU engages in industrial action and as a surrogate for the NTEU's industrial activity.

The last group, 'Own Best Interest' also require a workplace with a strong NTEU presence, but more particularly all communications should be focused on the specific benefits offered through membership for the individual as and when specific needs arise.

11.7   Redesigned, tailored product and accompanying price structure

An underlying characteristic for Gen Y, is that they prefer products that are specifically tailored to their needs (Williams & Page, 2011) and they like being able to customise a product so that it meets personal preferences, is a component of cool branding (Joeri Van den Bergh & Behrer, 2011). It is therefore recommended that the NTEU offer packaged options for membership such as that used by the Australian Nursing and Midwifery Federation (Australian Nursing and Midwifery Federation, 2015), and health insurance and other insurance brokers as well as the Australian Football League teams (for example, Western Bulldogs). Tailored packages should consist of varying levels of coverage that can be upgraded online, via telephone or in person, with the proviso that assistance cannot be provided for an incident that arises prior to membership or prior to the correct level of cover for that service, as is standard practice in all forms of insurance and other services.

It is therefore recommended that the NTEU adopt a similar approach and possible options are outlined below in tables 11.2 and 11.3.

Main Product	Description
Industrial Coverage	
	Professional and Legal Representation about retrenchments, restructuring, job security including hotline access on designated issues.
Publications (extras)	
	*NTEU and GrantSearch - heavily discounted access to extensive online database. Australia's largest funding database, detailing $8 billion in funding sources.

	*Advocate, national members' journal, published three times a year (March, July, Oct.) and sent free to all members. Australian Universities' Review (AUR), national refereed academic journal, published twice a year (Feb. & Sept.) *Connect, magazine for casual academics, published twice a year (March & July) & sent free to casual academic members. *Agenda, national women's journal, published once a year
Services	*Member advantage discount buying group (with offering more in line with that of the AEU. *Travel to and from Work, Journey Injury Insurance
Events (extras)	*End of Year Ball Free Ticket *Observer at National Conference *End of year Branch Christmas event

Table 11.2 Alternate Product Choices; Top Cover and Top Extras

Main Product	Description
Industrial Coverage	Professional and Legal Representation about retrenchments, restructuring, job security
Publication (extra)	*Advocate, national members' journal, published three times a year (March, July, October) and sent free to all members OR, *Australian Universities' Review (AUR), national refereed academic journal, published twice a year (Feb. & Sept.) OR, *Agenda, national women's journal, published once a year and sent free to all women members.
Reports	General Staff Workload Survey Report
Events (extra)	End of Year Branch Christmas Event

Table 11.3 Alternate Product Choices; Mid- Cover and Mid- Extras

It is also recommended that the NTEU consider more contemporary pricing schedules such as the introduction of a five year membership discount when membership is paid up front for the entire multiyear period, such as that used by the Association of Information Systems, bringing the NTEU in line with the professional associations of interviewees.

It is recommended that the NTEU also consider the establishment of a hotline phone or email centre that can respond quickly to members-only concerns on standalone issues such as electronic surveillance at workplaces, basic introduction to union documents such as the enterprise agreement (where it can be found after logging in to the

members' only site and an interpretation of its meaning), and first stage workload management assistance. In this way many smaller member issues can be resolved quickly without requiring top level organisers' involvement and the NTEU can satisfy many members that in the past may not have contacted the NTEU.

It is recommended that free-riders access to resources and the airing of their opinions via official NTEU surveys urgently be curtailed, such as the plethora of free information available on both the NTEU and ACTU web sites as noted earlier. Gen Y are also called 'The entitled generation' and true to that moniker, have edged closer and closer into expecting free resources from the NTEU and have a high expectation that their opinions on the NTEU's performance and focus of the NTEU's efforts be put on areas they have outlined in surveys spanning several years. Members meanwhile are responding less to surveys than non-members and more recently responded less than non-members to calls from the NTEU for online responses to opposing the $100,000 student degrees campaigns.

Research into reduced responses from non-members may reveal a membership disenfranchised and replaced in the NTEU's attentions by free-riders who are demanding more attention, more airing of their opinions and more free advice and other resources from the NTEU. The free-rider effect as outlined earlier is impoverishing the NTEU, and pushing it closer to the tipping point where unions (including the NTEU) have little to no power because of their dwindling membership numbers. Placing more emphasis on developing product enhancements beyond the enterprise agreements would also assist efforts to make paid membership blatantly worthwhile for members (such as already seen with insurance for travel to and from work) so that a 'members only' message about benefits, with an emphasis on welcome inclusion for newcomers, is communicated.

The IMC strategy should also consider management of free-riders by removing free industrial relations materials from both the ACTU and the NTEU web pages and instead making the information available to members after they log in using their membership identification number and if available at all the non-members, they should pay according to industry pricing. The sites should also include the user being required to provide their details such as email and/or mobile number and a verification process as is standard business practice when downloading marketing industry and other business white papers and other on line content. In this way the NTEU and ACTU would extend their warm leads database and use the list to send further mailings related to the specific topics in which the user showed an interest.

11.8   Integrated Marketing Communications

It is recommended that integrated marketing communications are based on high involvement and informational guidelines (described in chapter four) as offered by Rossiter and Percy (1985) and later refined by Rossiter, Percy and Bellman (2005), including a refutational approach to handle objections in personal selling situations. Promotion should use media typically consumed by Gen Y, including magazine advertising (the cohort in this research appeared to consume media consistent with their profile as described by Roy Morgan), and other print media such as that disseminated to members in professional associations (of which some Gen Y are members). The vital ingredient is that both the media and vehicles, should be outside the bounds of the typical union media and vehicles, to avoid continually preaching to the already converted and never reaching non-members. The message should be tailored to each of the recognised typologies as outlined earlier. Additional efforts should include email updates about member discount buying, as is done by the AEU, and the message will also act as a memory trigger to keep the NTEU brand uppermost in members' minds. Importantly the updates of products and services available at a discount to members should be displayed (along with other benefits) on the NTEU website and used in other communications, so that it is evident to non-members.

11.8.1 Managing brand image

In essence it has long been established that a favourable brand image supports consumers' purchase intention. The NTEU faces a unique set of challenges to effectively market their service offering. They need to overcome negative perceptions of the wider service/product category (unions in general), they must address the problems of a very narrow public exposure to their brand (rallies and strikes) and, they must endeavour to create a contemporary and relevant image to not only their current members, but also to attract new members from the Gen Y cohort. To address this issue it is recommended that the NTEU use Gen Y's communication preferences as outlined in the CRUSH matrix (Joeri Van den Bergh et al., 2015).

11.8.2 Reinvigorated workplace presence to build customer relationships

Interviewees in this research clearly articulated that the NTEU had little to no brand presence in the workplace. It is, therefore, recommended that the NTEU encourage branch committees to undertake a reinvigoration of NTEU presence using

delegate visits to offer free promotional giveaways to members (strictly members only), to communicate with members about the union's activities, to communicate with non-members about the benefits of membership, and to affix NTEU branded posters containing local activity and information about current issues, to walls and doors. NTEU delegates should be issued with an official badge or other identifier for representatives, when on union business, thereby also increasing the brand's presence in the workplace. These public relations and personal selling activities will serve as a brand reminder function keeping the brand top-of-mind for university workers. Giveaways could include; pens, drink cups, key rings, 'I'll-be-back-at' door signs, and other brand paraphernalia such as coffee table publications or regular publications for members which would serve a similar function.

It is recommend that the NTEU offer free corporate giveaways such as pens or lanyards to members only. Gen Y are adroit at appearing to commit to membership, but they delay signing up even after receiving free giveaways, advice and consuming delegates' attention with their opinions. It is therefore, recommended that all promotional items have on them an indication of the restricted access to members only and/or limited supply to satisfy the criteria of coolness as noted in the CRUSH model. In other words these items should be unique and not items that can be easily found in retail outlets. An extension to the types of promotion merchandise could include a clothing line such as the brand purple coloured scarves, fashionable woollen beanies and woollen gloves, again all with supply only via the NTEU.

Show bags are also well regarded by members and could contain similar items as offered by the AFL Bulldogs Team, which contains an exclusive member scarf, lanyard, membership card, season fixture (NTEU and industrial key events), sticker set, discounts on merchandise, and magazine. All items are easily substituted for NTEU items. It is important to note the intentional omission of t-shirts especially following the admonishment from Bailey (2010, p. 43) to steer clear of 'daggy t-shirts and daggy slogans' when marketing to youth.

In addition branch committees could be encouraged to staff an information booth, operating at regular intervals and located in a public space on campus, to hand out brief flyers on relevant local issues and undertake recruitment activities. Branch committees should also be encouraged to nominate branch members to operate a recruitment function with ongoing plans to maintain and grow member numbers.

11.9   Limitations of the study and suggestions for future research

The limitations, as previously outlined, are that the research had to first establish interviewees' views on the product category (unions) prior to investigating their opinions about the NTEU, leaving less resources to commit to investigating other relevant issues.

Future research into the accuracy of the three identified market typologies; True Believers, Own Best Interests and Walk the Talk is necessary to ensure accuracy and viability as potential new avenues of membership. Additional research into other successful service providers' product, price and promotional methods would also offer the NTEU potential models to emulate and shift to a more modern service offering with a tailored product for university workers.

11.10 Contribution to Body of Knowledge and Professional Practice

The body of knowledge has been advanced by deepening an understanding of Gen Y's characteristics, and how that relates to union membership as well as the blending of industrial relations and marketing disciplines to help solve the problem of declining union membership. The discovery of potential new typologies, making the marketing of the NTEU brand more effective, has contributed to the professional practice of the NTEU and its application would be viable for other industrial unions seeking to increase their membership of Gen Y workers.

11.11 Final Remarks

This thesis sought to determine the relationship between Gen Y consumers' perception of unions as a product category and Gen Y's attitudes to the brand image of the NTEU. A key question is, does a union's brand image have an impact on union membership levels? The research has revealed that the brand image does have a significant impact on Gen Y, university workers' likelihood to join. Gen Y interviewees were interested in seeing value for money and wanted to know 'what's in it for me?' more so than engaging with the union for altruistic reasons. A positive brand image appears to shorten the process of recruitment by allowing interactions between a union recruiter or delegate time to focus on responding to questions or refuting arguments against membership, rather than educating non-members on facts about unions.

The merit of the research is significant because unions, including the NTEU, are

experiencing declining membership unprecedented in the history of Australian trade unions. This research has responded to the crisis by examining employees newly entering the university sector workforce, Gen Y, and determining their understanding of unions, with a focus on the NTEU. The findings show that many Gen Y interviewees poorly understood the role of unions, including the NTEU and, were not aware of most of the activities performed by the NTEU on behalf of members, non-members and other stakeholders such as students.

The findings indicate that a negative perception of the product category, and a negative perception of the NTEU inhibits becoming a member, but that a negative perception of the product category and yet a positive perception of the NTEU, in isolation neither helps nor inhibits joining. The findings also show that conditions of membership are complicated, sometimes paradoxical and usually require the existence of at least two positive elements and a prompt to purchase such as an on-site recruiter personally asking non-members to join. The research also showed that the cohort were not unsophisticated in their understanding of the overall role of unions and that unions' image in the media was as much about modern press techniques, sensationalising stories to create good ratings and sales.

The findings make it apparent that there are a range of inadequacies regarding the NTEU's approach in getting their message across in a way that relates to Gen Y. Other shortcomings include a failure in understanding Gen Y, manifested by the case of reducing numbers and the NTEU's lack of utilizing marketing literature to give insights into how and what media Gen Y consume. The current approach by the NTEU to engage with Gen Y has been shown to be inadequate, in part because it is too generic, does not identify that groups' needs and their attitudes to unions, the NTEU and about themselves and their ability to represent and look after themselves in the workplace. In brief, the NTEU has not as yet captured the hearts and minds of Gen Y university workers.

A key element of the solution is to adopt marketing principles to address the problem of poor communication with Gen Y, which is a potentially lucrative market. Marketing principles recommended are those based on high involvement/informational advertising strategies (Rossiter & Percy, 1985) including the adoption of the CRUSH dimensions (Joeri Van den Bergh, 2015). They also include better use of personal selling techniques, which coincidentally have some areas of commonality with the organising model. Further actions include restructuring the NTEU service product in line with contemporary services such as current health insurance services, and tailor it to Gen

Y's needs, reviewing of the current pricing schedule, and ramping up the NTEU's visibility in the workplace. Reflecting on the argument of the thesis, the application of marketing principles to the problem of declining NTEU membership numbers, it is hoped, will create a favourable brand image and one consistent with Gen Y values, creating an environment conducive to long awaited membership renewal.

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List of Appendices

Appendix A. Consent Form for Participants Involved in Research

CONSENT FORM FOR PARTICIPANTS INVOLVED IN RESEARCH

INFORMATION TO PARTICIPANTS

We would like to invite you to be a part of a study into:
 "Using Brand Personality and Generational Marketing to Stabilize and Increase Membership in an Australian Industrial Union". Participation in this project will involve an interview of approximately 30-40 minutes on one occasion. The interview will be recorded on a digital audio recorder and transcribed to assist analysis of the responses. You are being asked to participate in this project about Brand personality because your views are very important to the understanding of how Industrial Unions are perceived. Participation is voluntary. Your personal data and information will remain confidential and be anonymised. It will not be made available to any staff at any industrial union or at any university, hence the only risks are those associated with routinely engaging in private conversations about your ideas and perceptions of the National Tertiary Education Union.

This project is being conducted by Richard Gough (Senior Lecturer), Dr Jamie Doughney and Helen Madden-Hallett from the College of Business at Victoria University.

CERTIFICATION BY SUBJECT

I, _____

of _____

certify that I am at least 18 year old[i] and that I am voluntarily giving my consent to participate in the study: "Using Brand Personality and Generational Marketing to Stabilize and Increase membership in an Australian Industrial Union", being conducted at Victoria University by: Richard Gough, Dr Jamie Doughney and Helen Madden-Hallett.

I certify that the objectives of the study, together with any risks and safeguards associated with the procedures listed hereunder to be carried out in the research, have been fully explained to me by: Helen Madden-Hallett / Richard Gough and that I freely consent to participation involving the below mentioned procedures:
   - audio-taped interviews

I certify that I have had the opportunity to have any questions answered and that I understand that I can withdraw from this study at any time and that this withdrawal will not jeopardise me in any way.

I have been informed that the information I provide will be kept confidential.

Signed: _____

Date: _____

Any queries about your participation in the project may be directed to the researcher
Richard Gough (9919 4640) Helen Madden-Hallett (9919 4552) Dr Jamie Doughney (9919 1106)

If you have any queries or complaints about the way you have been treated, you may contact the Research Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

INFORMATION TO PARTICIPANTS INVOLVED IN RESEARCH

You are invited to participate

You are invited to participate in a research project entitled "Using Brand Personality and Generational Marketing to Stabilize and Increase membership in an Australian Industrial Union".

This project is being conducted by Richard Gough (Senior Lecturer), Dr Jamie Doughney and Helen Madden-Hallett from the College of Business at Victoria University.

Project explanation

The purpose of this project is to investigate and critically assess the use of marketing techniques, to increase membership and stabilize membership fluctuations in the Victorian State Branch of the National Tertiary Education Union (NTEU) throughout 2008 to the present.

What will I be asked to do?

Respondents in the project will be asked to participate in an interview of approximately 30-40 minutes on one occasion. The interview will be recorded on a digital audio recorder and transcribed to assist analysis of the responses.

What will I gain from participating?

You are being asked to participate in this project about Brand personality because your views are very important to the understanding of how Industrial Unions are perceived. Participation is voluntary.

How will the information I give be used?

Any information that could identify you will remain confidential. Access to the interview recordings and transcripts will be limited to the individual researchers. Your name, and the names of other people possibly mentioned, will be removed to ensure anonymity. The interviews will form the basis of a Doctor of Business Administration thesis and subsequent research articles on Brand Personality and Generational Marketing as used to promote industrial unions. The thesis and subsequent research articles will only refer to views of individuals in an anonymous manner. Illustrative quotes by anonymous respondents will be used. The interview recordings and transcripts will be kept on password secured computer hard drives or in locked filing cabinets at Victoria University.

What are the potential risks of participating in this project?

Your personal data and information will remain confidential and be anonymised. It will not be made available to any staff at any industrial union or at any university, hence the only risks are those associated with routinely engaging in private conversations about your ideas and perceptions of the National Tertiary Education Union.

How will this project be conducted?

The interviews collected from members and non-members of the National Tertiary Education Union as well as staff at the National Tertiary Education Union will be analysed qualitatively, attending to common themes and

to different viewpoints. This analysis will form the basis for subsequent research outputs and dissemination of the results.

Who is conducting the study?

Researchers from Victoria University.

The chief investigator and thesis supervisor is Senior Lecturer Richard Gough, second supervisor is Dr Jamie Doughney and the Doctorial Candidate is Helen Madden-Hallett. Contact details are:

Thesis Supervisor, Senior Lecturer Richard Gough: 9919 4640 richard.gough@vu.edu.au
Thesis Supervisor, Dr Jamie Doughney: 9919 1106 jamie.doughney@vu.edu.au
Doctoral Candidate, Helen Madden-Hallett: 9919 4552 helen.madden-hallett@vu.edu.au

Any queries about your participation in this project may be directed to the Chief Investigator listed above.
If you have any queries or complaints about the way you have been treated, you may contact the Research Ethics and Biosafety Manager, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 or phone (03) 9919 4148.

APPENDIX D - Table 1: Code Book Showing Development of Themes

Name	Created On	Description
Content of Publications	27/10/2014 1:56 AM	Created after interviews commenced to cover comments about a diverse array of items. There may be considerable cross over with other nodes. This should perhaps be merged with other nodes and deleted or renamed.
Opinion of Table of Contents	27/10/2014 1:58 AM	Pre-established prior to interviews starting. It was thought this would be a good point to use as comparison with other magazines read by respondents.
Current circumstance_view of life_ employment_study_future	16/10/2014 4:19 PM	Present employment, such as contract or casual and how they see their future and possible need for union in the future. Might offer some insight if considered with 'Family influence' nodes.
Demographic data respondents	27/10/2014 8:13 PM	Gender, academic or general staffer, member or non-member, Aussie or overseas origin. Volunteering here is meant to be: not paid, to benefit the community, not help for close friends or family and NOT UNDERTAKEN FOR PERSONAL GAIN such as assisting them to get employment or personal gain either immediately or in the longer term. CASUAL is taken to mean everything that ISN'T permanent; so it includes contracts of any sort whether research or administration roles or academic roles. NTEU is only for union officials.
Family influence	16/10/2014 4:22 PM	How the family have made an influence on the respondent - also unexpectedly (once interviews began), how the respondent has influenced others in the family. Family includes partners (same sex included).
Family background	27/10/2014 1:04 AM	Work history of parents, parents' interest in unions. Includes partner's history and influence. This nodes was created after interviews began to capture more detail about family. It to be used to 'free up' the category of 'family influence' and make that node easier to analyse -it may be a duplication. Consider dropping it back into 'family influence' after all interviews are coded.
Image and image in media	16/10/2014 9:26 PM	How unions are perceived in the mind of the consumer based on general perception and also how they are seen in mainstream media.
Brand colour	26/10/2014 11:36 PM	The use of purple as the NTEU brand colour. Pre-established node.
Prefer images than text	26/10/2014 11:39 PM	Created once interview started. There were a couple of respondents who mentioned this item but after that no-one else made any comment about it. Consider dropping it into general discussion about the Advocate.
Prefer text than images	26/10/2014 11:40 PM	Created once interview started. There were a couple of respondents who mentioned this item but after that no-one else made any comment about it. Consider dropping it into general discussion about the Advocate.

Presence in the workplace	24/10/2014 2:34 AM	How visible the union is and attitudes about that. Pre-established node that came about from discussion at Branch Executive about putting up posters in the workplace. It may be a major element to influence potential members to join by helping to establish structural and other ties. Might be useful to interrogate in conjunction with 'organising or service model' node.
Union Language and Accessibility	18/02/2015 3:27 PM	Created after interviews started in response to comments from respondent. It may be useful in terms of how to communicate with members and link it up with knowledge of union - especially with regard to some respondents' very limited knowledge of unions and the specialised language within the union 'discipline'.
Reason to enter web site or other publication	27/10/2014 1:32 AM	Covers questions about whether respondents have ever looked at the web site, whether the images, topics or people are such that they would be motivated to enter the site or publication.
Agreement	18/02/2015 3:23 PM	Created after interviews started in response to comment about how to find out about work conditions.
Relate to images of NTEU people and web	26/10/2014 11:29 PM	Pre-established node. Meant to cover all the areas not covered by the images.
Guy in straw hat_Vic Branch Web Site	27/10/2014 4:19 PM	This image is from the Vic Branch Web Site but is a duplicate image of the cover of the Advocate. Consider including these responses into those about the Advocate cover.
NTEU Nat Web_girl in red_white bearded man near umbrella_map	31/10/2014 6:28 AM	Only mentioned a few times as not all respondents were asked to comment on this. As the interviews continued it become apparent that there were just too many areas to get information about so this was discontinued.
NTEU Nat Web_Image 1_JOIN US	29/10/2014 3:40 PM	Four politicians protesting against proposed rise in student fees.
NTEU Nat Web_Image 2_Her Future	29/10/2014 3:57 PM	Image of girl. Protest about proposed increase in fees for university. Are people aware that this is the type of issue the NTEU covers? Also goes to the issue of explaining the connection to people in the sector about the NTEU protecting jobs by undertaking this action. May relate to issue of going beyond one's immediate zone of benefit to larger issues.
NTEU Nat Web_Image 3_Insecure Work	17/02/2015 1:53 AM	Image about the Insecure work conference. Goes to several issues: is it about 'me', links in with 'Precarious employment' node, and links in with 'Know about unions' node.
NTEU Nat Web_Image 4_Vote	31/10/2014 2:00 AM	Members voting in EB. Goes to issue of people understanding about the EB process. Also goes to use of people in the images and if they are the right demographic (academic/general staff, age).
NTEU Nat Web_Image 5_Dept Defense	20/02/2015 2:41 AM	Relates specifically to researchers. Other respondents commented on layout.
NTEU Nat Web_Image 6_Newspapers	11/12/2014 1:33 AM	The UN-Australian newspaper.
NTEU Nat Web_Image 7_Subscribe	11/12/2014 1:43 AM	Invitation to subscribe to e-newsletter.
NTEU Nat Web_Image 8_man in cap	26/10/2014 11:37 PM	Important to establish who to use in communication with members.

NTEU Nat Web_Image Guest Speaker	5/03/2015 8:56 PM	Created late in the interview process. The NTEU held an end of year function and announced it on the web site. Therefore this image was shown to only a few of the respondents. It may relate to issues the NTEU addresses.
NTEU Nat Web_Image rally_straw hats and purple tshirt	29/10/2014 3:23 PM	Not all respondents were asked to comment on this image. As interviews progressed it became apparent that sometimes there was insufficient time to get comments on this one too. May be useful to establish preferences on type of people to use and what content to use in pictures.
NTEU Nat Web_Image_Body	18/02/2015 10:08 AM	Various images and stories in the body of the web site.
Web and Publication layout and ease of use	27/10/2014 1:29 AM	This includes Web pages, Facebook and print publication. It is the catch-all for everything that didn't have a node about layout and used and includes ease of use (based on Technology Adoption Model).
Advocate Cover vol 21 no 1	31/10/2014 6:42 AM	One of the main focii of the research. It is essentially covering how well the union is communicating with members and to a limted extent with non-members. It provides opportunity to get 'inside' respondents' heads here with what they think about the people, layout and content and what if any triggers to get them to open the magazine.
Advocate July 2013_various images including cover	7/11/2014 6:57 PM	Only response is from the first respondent. Prior to the bulk of the interviews being undertaken. I 'upgraded' the cover to the most contemporary once the interviews started in ernest.
Care to Place a Bid	30/10/2014 10:38 PM	Video clip about student fees. Shown to a small number of respondents. There was insufficient time in interviews to show this to all respondents.
John Pilgers Utopia TOC Advocate	20/02/2015 2:22 AM	Image from Table of Contents. Only one respondent so consider dropping it into TOC node.
NTEU Vic Web_Image 1_Street Rally_Flags_Bust the Budget	3/11/2014 4:39 PM	Street rally; goes to the issue of industrial action and forms of action that are seen as successful.
Rally City_TOC Advocate	20/02/2015 2:27 AM	Consider analying this with other rally images and nodes that address industrial action.
Video Clip 10 reasons	30/10/2014 10:36 PM	Video (funny) about reasons not to join the NTEU. Not shown to many respondents because of lack of time.
Know about unions_Union Purpose	16/10/2014 2:56 PM	This is a combined node. It started out as two seperate nodes but there was so much overlap that they were dropped into the one node.
Blue collar_While Collar_service_female	16/10/2014 4:45 PM	This node is a composite of two original nodes and it relates to the image of unions as being predominantely male, manufacturing based and 'blue collar' and the second original node of the old image of unions as being 'pale, male and stale'. These were preestablished nodes based on the literature review.

Employer_staff_student difficulties	16/10/2014 4:39 PM	Unions making it difficult for companies and employers to operate because of their demands for compliance with the enterprise bargaining agreement, pay rises for staff. This node came about once interviews has started because of comments from respondents.
Interpretation service	24/10/2014 2:36 AM	Union function to 'translate' industrial relations language into lay terms.
Support others	27/10/2014 11:23 AM	Goes to the issue of how well the NTEU has communicated about its purpose. A pre-established node.
Media means of consumption	27/10/2014 11:31 AM	Looks at how people consume media (essentially electronically or hard copy). Goes to the issue of best ways to communicate with market and explores possible cost saving measures if certain media are obsolete.
Organising or Service Model	18/02/2015 10:43 AM	Goes to issue of how to manage NTEU staff (via assistance of delegates) and therefore cost reducing exercise. Goes to the issue of how to best assist members and how to make a presence in the workplace for non-members to see.
Precarious work	24/10/2014 2:29 AM	Discussion about casual, sessional work. May link in with 'NTEU Nat Web_Image 3_Insecure Work' node.
Precarious workers not represented by union	6/12/2014 11:43 AM	Perceived that precarious workers are not represented by union
Price	17/10/2014 12:00 AM	Covers various discussions about price and how to calculate if it's worth it. Pre-established node. Consider using some of the respondents calculations in marketing communications.
Claim on tax	24/10/2014 2:39 AM	Did respondent know that they could claim membership fees on tax
Price of Professional associations	27/10/2014 11:37 AM	The node provides the opportunity to compare other memberships and some discussion about what is provided for that fee. Something of a benchmarking experience.
Price_Acceptable_Unaccep table	17/10/2014 12:06 AM	Discussion and calculations about price from both members and non-members. Particularly relates to NTEU officials and the reasons for the price being what it is.
Price_Unknown_Known	17/10/2014 12:06 AM	Did respondents (including members) know the price?
Publications types read	27/10/2014 11:31 AM	What publications do they read?
Reason not joined	16/10/2014 2:41 PM	This umbrella node encapsulates all the reasons not covered in the child nodes below. Check for any duplication. Also includes third party speculation about others.

Get benefits anyway	18/02/2015 2:29 PM	Goes to the issue of getting benefits without paying. May connect with higher level negotiation and not having a say in how that is managed and the issues considered. Goes also to the issue of focus on oneself only to the detriment of others.
Independence_Individual - I can do it for myself	27/10/2014 11:27 AM	Pre-established node based on the literature. Goes to the issue of Gen Y believing that they can negotiate with an employer themselves; a form of narcissism.
Misinformed about eligibility to join_didn't know about	16/10/2014 3:20 PM	Respondent had wrong information about coverage of union
Never bothered_casual	16/10/2014 3:30 PM	Never thought about joining; no triggers to prompt interest
Not asked_asked but didn't join	16/10/2014 3:19 PM	Goes to the matter of being approached by someone and asked to join. Pre-established node based on the literature about people not joining simply because they hadn't been asked.
Not needed union	16/10/2014 3:29 PM	Covers such things as can bargain for myself and haven't had any trouble at work
Price too high	28/10/2014 8:02 PM	Pre-established node. Goes to the issue of cost and what is provided for that money.
Recruitment	6/12/2014 11:45 AM	Includes 'what else would you like to see the union do?' as well as any discussion about what would entice membership. Added later in the process of interviews.
Marketing materials	18/02/2015 2:33 PM	Additional discussion about membership and industrial action.
Reason for joining and membership	16/10/2014 3:39 PM	Reasons from members as to why they joined.
Recruitment techniques	6/12/2014 11:45 AM	Mainly from the NTEU officials thoughts on this matter. For all the bits and pieces that didn't fit in elsewhere.
Volunteering_individual_collective	24/10/2014 2:44 AM	A pre-established node prior to interviews. Covers volunteering activities and was originally included because some literature suggested that volunteering was an indicator or a person's attitude toward collectivism (a strong element of union membership). It also includes some respondents' self-evaluation - this was included only after interviews had commenced.

Appendix D.   Hierarchy Chart Showing Generated Themes

Nodes	No. coding references	Aggregate no. coding refs.	Number of items coded	Aggregate no. items coded
Nodes\\Content of Publications	35	58	21	30
Nodes\\Content of Publications\Opinion of Table of Contents	23	23	21	21
Nodes\\Current cirumstance_view of life_ employment_study_future	34	34	16	16
Nodes\\Family influence	38	54	31	34
Nodes\\Family influence\Family background	16	16	14	14
Nodes\\Image and image in media	50	480	28	62
Nodes\\Image and image in media\Brand colour	22	22	19	19
Nodes\\Image and image in media\Pale Male Stale NO	1	1	1	1
Nodes\\Image and image in media\Prefer images than text	5	5	3	3
Nodes\\Image and image in media\Prefer text than images	4	4	4	4
Nodes\\Image and image in media\Presence in the workplace	50	57	26	26
Nodes\\Image and image in media\Presence in the workplace\Email	4	4	3	3
Nodes\\Image and image in media\Presence in the workplace\Service provision level_no service	1	1	1	1
Nodes\\Image and image in media\Presence in the workplace\Union Language and Accessibility	2	2	2	2
Nodes\\Image and image in media\Reason to enter web site or other publication	40	41	21	21
Nodes\\Image and image in media\Reason to enter web site or other publication\Agreement	1	1	1	1
Nodes\\Image and image in media\Relate to images of NTEU people and web	7	165	5	44
Nodes\\Image and image in media\Relate to images of NTEU people and web\Guy in straw hat_Vic Branch Web Site	8	8	7	7
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_girl in red_white bearded man umbrella_map	2	2	2	2
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 1_JOIN US	22	22	20	20
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 2_Her Future	19	19	18	18

Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 3_Insecure Work	18	18	16	16
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 4_Vote	17	17	16	16
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 5_Dept Defense	12	12	12	12
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 6_Newspapers	14	14	13	13
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 7_Subscribe	13	13	13	13
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image 8_man in cap	25	25	25	25
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image Guest Speaker	4	4	4	4
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image rally_straw hats and purple tshirt	2	2	2	2
Nodes\\Image and image in media\Relate to images of NTEU people and web\NTEU Nat Web_Image_Body	2	2	2	2
Nodes\\Image and image in media\Web and Publication layout and ease of use	68	135	29	41
Nodes\\Image and image in media\Web and Publication layout and ease of use\Advocate Cover vol 21 no 1	27	27	21	21
Nodes\\Image and image in media\Web and Publication layout and ease of use\Advocate July 2013_various images including cover	4	4	4	4
Nodes\\Image and image in media\Web and Publication layout and ease of use\Care to Place a Bid	2	2	2	2
Nodes\\Image and image in media\Web and Publication layout and ease of use\John Pilgers Utopia TOC Advocate	4	4	4	4
Nodes\\Image and image in media\Web and Publication layout and ease of use\NTEU Vic Web_Image 1_Street Rally_Flags_Bust the Budget	24	24	22	22
Nodes\\Image and image in media\Web and Publication layout and ease of use\Rally City_TOC Advocate	3	3	3	3
Nodes\\Image and image in media\Web and Publication layout and ease of use\Video Clip 10 reasons	3	3	3	3
Nodes\\Know about unions_Union Purpose	187	508	41	41
Nodes\\Know about unions_Union Purpose\Alternative point of view from management	4	4	3	3
Nodes\\Know about unions_Union Purpose\Blue collar_While Collar_service_female	22	22	18	18
Nodes\\Know about unions_Union Purpose\Collective action and collective power	22	22	16	16
Nodes\\Know about unions_Union Purpose\Employer_staff_student difficulties_NEGATIVE	37	41	16	17
Nodes\\Know about unions_Union Purpose\Employer_staff_student difficulties_NEGATIVE\RESPONSE TO NEGATIVE	4	4	3	3
Nodes\\Know about unions_Union Purpose\Interpretation service	4	4	3	3
Nodes\\Know about unions_Union Purpose\Labor Party and other political parties	13	13	9	9
Nodes\\Know about unions_Union Purpose\NOT KNOW ABOUT UNION AREAS Workers interviewees dont know their rights conditions etc	63	63	18	18
Nodes\\Know about unions_Union Purpose\Positive attitude to NTEU in particular	23	23	13	13
Nodes\\Know about unions_Union Purpose\Positive attitude to Unions in general	36	36	24	24

Nodes\\Know about unions_Union Purpose\Represent workers_technical knowledge and experience	30	30	21	21
Nodes\\Know about unions_Union Purpose\Support and protect workers	52	52	26	26
Nodes\\Know about unions_Union Purpose\unions forgotten_not relevant	9	9	7	7
Nodes\\Know about unions_Union Purpose\Unions_NTEU express discontent	2	2	2	2
Nodes\\Media means of consumption	56	56	30	30
Nodes\\Organising or Service Model	14	14	9	9
Nodes\\Precarious work	27	30	16	17
Nodes\\Precarious work\Precarious workers not represented by union	3	3	3	3
Nodes\\Price	8	129	7	31
Nodes\\Price\Claim on tax	23	23	22	22
Nodes\\Price\Price of Professional associations	31	31	27	27
Nodes\\Price\Price_Acceptable_Unacceptable	34	34	29	29
Nodes\\Price\Price_Unknown_Known	33	33	28	28
Nodes\\Publications types read	35	35	28	28
Nodes\\Reason not joined	16	109	13	26
Nodes\\Reason not joined\Get benefits anyway	6	6	5	5
Nodes\\Reason not joined\Independence_Individual - I can do it for myself	26	26	18	18
Nodes\\Reason not joined\Misinformed about eligibility to join_didn't know about	5	5	4	4
Nodes\\Reason not joined\Never bothered_casual	12	12	9	9
Nodes\\Reason not joined\Not asked_asked but didn't join	21	21	19	19
Nodes\\Reason not joined\Not needed union	19	19	10	10
Nodes\\Reason not joined\Price too high	4	4	3	3
Nodes\\Recruitment	11	75	7	23
Nodes\\Recruitment\Marketing materials_segmentation	22	22	4	4
Nodes\\Recruitment\Reason for joining and membership	16	16	13	13
Nodes\\Recruitment\Recruitment techniques	26	26	8	8
Nodes\\Volunteering_individual_collective	65	65	32	32

Appendix E. Alternative titles for Generation Y
(Margolis, 2008)

- Millenials – Year 2000 reference
- Gen Why?- They sure do question everything
- Internet Generation – Few if any remember life before web sites or cell phones
- Gen Next – Forward focused in perspective
- MyPod Generation – Besides the digital music reference, they expect mass customization
- Baby Boomlets – Most are the progeny of the Baby Boomer generation
- Echo Boomers – Same as above, with additional reference to wide impact of Gen Y on society
- Boomerang Generation – Many are returning home after college, still trying to find their way
- Generation Now – Little patience for accepting things they way they are
- Generation Waking Up – Raising the bar on global sustainability and change

Appendices F: Branch End of Year (2015) Christmas Function Developed as Promotion for Recruitment.

Appendix G: Interviewee Initials Matched to Interviewee Identifiers

	Gender	Academic or non academic	Member or non member	Australian or Overseas Origin	Volunteer or non volunteer	Permanent or contract
D F	female	Academic	Member	Australia	Volunteer	Permanent
E.W.	female	Non academic	Non member	Australia	Volunteer	Casual
FN	female	Non academic	Non member	Australia	Volunteer	Permanent
G.P.	female	Academic	Non member	Overseas	Non volunteer	Casual
G.B.	Male	Non academic	Non member	Australia	Volunteer	Casual
H.I.	female	Academic	Member	Australia	Unassigned	Permanent
I.N.	female	Academic	Non member	Australia	Volunteer	Permanent
I.K.	Male	Non academic	Non member	Australia	Non volunteer	Casual
K.T.	female	Academic	Non member	Overseas	Volunteer	Casual
K.U.	female	Academic	Member	Australia	Volunteer	Casual
K.H.	Male	Non academic	Member	Overseas	Volunteer	Permanent
L.E.	female	Non academic	Non member	Australia	Non volunteer	Casual
M.D.	Male	Academic	Member	Australia	Volunteer	Casual
M.C.	female	Academic	Member	Australia	Volunteer	Casual
M.H.	female	Non academic	Non member	Australia	Volunteer	Casual
N.I.	Male	Non academic	Non member	Australia	Non volunteer	Permanent
N.G.	female	Non academic	Non member	Australia	Non volunteer	Casual
N.L.	Male	Non academic	Non member	Australia	Volunteer	Permanent
O.S.	female	Non academic	Non member	Overseas	Volunteer	Permanent
Q.N.	Male	Academic	Non member	Australia	Volunteer	Casual
S.Q.	Male	Academic	Non member	Australia	Non volunteer	Casual
T.D.	female	Non academic	Non member	Australia	Volunteer	Permanent
T.I.	female	Non academic	Non member	Australia	Volunteer	Permanent
T.C.	Male	Academic	Non member	Australia	Volunteer	Casual
T.T.	female	Academic	Member	Australia	Non volunteer	Permanent
T.N.	Male	Non academic	Member	Australia	Volunteer	Permanent
U.D.	Male	Non academic	Member	Australia	Non volunteer	Casual
U.G.	Male	Non academic	Non member	Australia	Non volunteer	Permanent
U.S.	Male	Non academic	Member	Australia	Volunteer	Permanent
U.X.	Male	Academic	Non member	Overseas	Non volunteer	Casual
Z.M.	Male	Academic	Non member	Overseas	Non volunteer	Permanent