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Arts management/marketing journal citation analysis: assessing external impact

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Abstract

Purpose – This paper aims to present a quantitative analysis of arts management/marketing articles in leading general management/marketing journals, including an examination of the extent to which those top tier journal articles on arts/culture-related topics cite authors of leading arts management journal articles.

Design/methodology/approach – Using bibliometric techniques, this study examines the content of 20 top tier management and marketing journals over 22 years to identify articles published on arts management/marketing, which authors were cited, and from which arts management/marketing journals.

Findings – Analysis indicates that: relatively few citations in the top management/marketing journals reference arts management/marketing journals; assessment of interaction between the parent management/marketing disciplines and the arts management/marketing sub-discipline indicates that authors draw upon a large reserve of diverse literatures; and top journal arts-related management/marketing articles tend to utilize citations to journal articles grounded in the social sciences and aesthetics of management, with an increasing trend of citations to arts management/marketing journals.

Research limitations/implications – This study of the extent to which top journals have published arts/culture-related articles and the citation impact of arts management/marketing journals is the initial academic study on the topic and suggests opportunities for further research.

Practical implications – Analysis of arts management/marketing journal impact contributes to professionalization of the field and increased perceived value of those journals by industry practitioners.

Originality/value – This research is the first to examine the spectrum of arts management/marketing literature, including both top general management/marketing journals and sector-oriented arts management/marketing journals, establishing a body of knowledge for augmentation by future research over time.
1. Introduction

This research explores the influence that leading arts management journals have, beyond their specific multidisciplinary arts and culture focus, on arts management/marketing articles published in general management and marketing journals. It evaluates related implications for the evolution of thought and development of the arts and culture sector and answers the research question: Has the research published in arts management and marketing journals since 1987 influenced research published on arts management in mainstream marketing and management journals?

Despite growth of the arts management/marketing field since the first arts management programmes appeared in the 1970s, little analysis has been done to explore the development of the field. It is important to identify and examine the most influential journals that have shaped the evolution of the field, as those involved in producing them provide thought leadership and methodological contributions to our understanding of management and the arts. They serve as both gatekeepers and facilitators in their roles as reviewers, editorial board members and editors (Podsakoff et al., 2002). This research seeks to fill that gap and answers the calls of other researchers for in-depth analysis of arts management/marketing research, such as that of Fillis (2011) for development of an understanding of the impact of arts marketing on marketing in general. It is the first study to focus on the examination of the domain of arts/culture-related management/marketing literature, examining it both in the aggregate and as a sub-discipline of management/marketing.

This study extends previous research on the assessment of arts management and marketing literature published in arts management journals (Rentschler and Shilbury, 2008). That study published the first internationally accepted ratings in the field of arts management, and this work has been instrumental in shaping the field in terms of inclusion of previously unranked journals on international web sites of universities. It established arts management journal ratings, which was an important first step in assessing perceived journal quality, since journal ranking is one of the most used proxies for research quality. Other important proxies for journal quality are citation and impact factors, which are, in essence, measures of an article’s usage. This research begins longitudinal assessment of arts management/marketing journals of those factors.

In undertaking the current study, we define the term “arts management” from a broad cultural perspective. Its scope includes both for-profit and not-for-profit industries and organisations, including fine arts, jazz, cinema, TV/radio/media, heritage and other entertainment and cultural industries. We also adopt a broad interpretation of the term to encompass not only management and marketing, but also economics, finance and other business-related articles in the arts/culture domain. The study explores ten top tier general management and ten top tier general marketing journals over a 22-year period to identify the arts management citation classics in contemporary management and marketing literature. In emerging academic disciplines, as in established ones, concepts are attributed to one researcher and cited by another who tests, extends or refines that research work. This process acknowledges the historical linkage of the development of research thought. Citation studies are quantitative in
nature, as they are reflected in bibliographic citations. Refereed journals have consistently played a key role in the dissemination of academic information. This is as true in arts management/marketing research as it is in other disciplines (Ratnatunga and Romano, 1997).

2. Arts management/marketing literature assessment

Publications in management and marketing journals play a critical role in the discipline (Tellis et al., 1999), forming the basis of further scholarship and marketing practice. The rapid growth of management/marketing makes it increasingly important to gain additional insights into its development as a field (Baumgartner and Pieters, 2003). This is even more the case in the developing sub-disciplines of management and marketing and related domains, which are being profiled through articles in top journals. Scholars have identified five key ways to evaluate the quality of journals, including:

1. using a single top journal;
2. exploring diversity of research, by bridging marketing and psychology;
3. identifying journal accessibility;
4. analysing the research content; and
5. analysing the relative impact of researchers (Goldman, 1979; Hoffman and Holbrook, 1993; Polonsky et al., 1999; Svensson, 2006; Tellis et al., 1999; Zinkhan et al., 1992).

A sixth tool for journal quality evaluation, citation analysis, has a long history of acceptance in the marketing field (Jácso, 2009; Jobber and Simpson, 1988) although it is not without its critics, for example, Svensson (2006).

While management and marketing academics are aware that the marketing process is founded on identification of segments (Theorharakis and Hirst, 2002), no research has attempted to assess journal quality through citation analysis of sub-disciplines such as arts management and arts marketing in mainstream marketing and management journals. Our contribution to the marketing and management domain is made by investigating arts marketing and management publications in top marketing and management journals through citation analysis. It has a dual purpose: first, to develop the first quantitative citation analysis of articles on arts management topics in leading general management and marketing journals and second, to examine the external impact of arts marketing and management journals, assessed by conducting a content analysis of ten each of leading mainstream marketing and management journal and identifying the number of arts-related manuscripts published in these journals since 1987.

3. Method

In order to develop a theoretical construct of bibliographic analysis of mainstream marketing and management journals and their citation of arts management articles, we used a multidimensional approach to develop a list of journals for analysis. Concepts from the relevant marketing, management, cultural policy and sport management literature were incorporated and utilised in the analysis (Podsakoff et al., 2002; Romano and Ratnatunga, 1995; Shane, 1997; Shilbury, 2011a).
**Scope of study**

The scope of this study is to analyse comprehensively the body of pertinent work encompassing all relevant academic peer-reviewed articles published in each of 20 top journals and cited articles from the top eight arts management journals during the 22-year period from 1987 to 2008. The start year was determined as a time when the arts management field was being established internationally and academically.

**Journal selection: general marketing and management journals**

In this research, we use the ratings of ten top tier general management and ten top tier marketing journals in each of those disciplines which were initially developed in the prior research of Rentschler and Shilbury (2008) from the Australian Business Deans Council (ABDC) journal ratings lists, which correlate well with similar listings used on a global scale. We selected the ABDC listings, not only to extend the prior research, but also because they comprise a single standard used for all business schools in Australia and New Zealand. A similar single standard does not exist for US or Canadian business schools, and although the ABS Journal Quality Guide is widely used in the UK (Association of Business Schools, 2011), it has mixed acceptance and no official standing throughout the country. The bottom line is that no single journal ratings standard applies worldwide.

The ABDC listings were initially compiled, in 2007, by a committee representing Australian business schools and their stakeholders tasked with developing a consensus on the rating of journals, which are of relevance to business academics. The committee considered various journal ranking lists, and four quality ranking categories of peer-reviewed journals were agreed upon and implemented: A*, A, B and C. Publications selected for this study are those ranked as A* or A in the ABDC list. Each of those journals publishes peer-reviewed articles with reference lists, is a highly regarded journal in its field or subfield, publishes excellent research in terms of originality, significance and rigour, has competitive submission and acceptance rates with an excellent refereeing process, and, where relevant to the field or subfield, has higher than average impact factors (ABDC, 2009).

The selected list of 20 top journals in the management and marketing domains appears in Table I. They are established journals with a pattern of citations that can be examined and assessed (Shilbury, 2011b).

To support use of the ABDC journal ratings of these general management/marketing journals, we examined listings that are used on a global basis. First, we assessed the “Financial Times Top Academic Journals in Business” list of its ranking of the 40 highest rated international academic and practitioner journals in the business arena, representing a wide range of business disciplines. This listing may have the most international face validity, since it is one of the factors used by the *Financial Times* to compile its rankings of top business schools worldwide and is used globally by business school deans (*Financial Times*, 2010). It includes five of the ten management journals in our list of top management journals; it does not include the following five journals: *Organization Studies*, *Journal of Management*, *Journal of Organizational Behaviour*, *Journals of Management Studies* and *Nonprofit and Voluntary Sector Quarterly*. The entire *Financial Times* list includes only three marketing journals, all of which are included in our rating list of top marketing journals.
We then considered the ISI Web of Knowledge Journal Citation Reports (JCR) listing of top 20 management journals for 2008, published by Thomson Reuters, which analyses journal performance for approximately 8,000 of the highest-impact peer-reviewed journals from a global perspective (Jácso, 2009). Those reports are widely acknowledged to have statistical validity in defining journal performance worldwide, since they are based on quantitative data and related metrics, such as impact factors, and rely less than other lists on experts’ subjective assessments of quality to assess scholarly influence and prestige (Law and van der Veen, 2008). The ISI JCR list of top 20 management journals, based on impact factor, includes seven of the ten journals in our list of top management journals; it does not include the following three journals: *Organizational Studies*, *California Management Review* (which is considered a peer-reviewed practitioner journal) and *Nonprofit and Voluntary Sector Quarterly*. The ISI JCR list of top 20 marketing journals includes all ten of the marketing journals in our list of top marketing journals. In fact, the ISI JCR list was one of the factors considered in compiling the ABDC ratings list used as the basis of this research.

**Journal selection: arts management and marketing journals**

Over more than three decades, arts management and marketing researchers have gradually developed their own journals. Table II illustrates the eight core arts management journals selected for this study, along with the year in each journal was established. All of these journals commenced by 2003, at least five years prior to the start of this study, and therefore have a publication history for assessment. Not surprisingly, the journals were established, on average, several decades after those in the mainstream management and marketing disciplines, which is consistent with the later emergence of that sub-discipline. Three were listed in the SSCI (Social Sciences Citation Index) up until 2008. This is an indication of the youth of the field, so it was not possible to use that system to assess citation patterns for the journals. Therefore, the selection process for the arts management/marketing journals utilised the Rentschler and Shilbury (2008) list, compiled from the study's ratings survey of arts journals. Three of the eight arts journals originated more than 30 years ago; five originated more than 20 years ago. Interestingly, five of the journals are in the disciplines of economics, performing arts, media and museums, identifying the cognate disciplines from which arts management emerged. The only journals containing the term “arts management” are the *Journal of Arts Management, Law and Society*, established in 1977, and the *International Journal of Arts Management*, established in 1998. This research addresses the need to begin work that will lead to a deeper understanding of the influence of these eight primary arts management journals (and other more recently established journals, as they build a publication history for analysis) on top tier general marketing and management journals, through analysis of citations of the former in the latter.

**Data collection and analysis**

Following Shilbury (2011a), this research was undertaken in two phases: subjective and objective. In the subjective phase, two researchers identified relevant arts management and marketing-related articles in ten top general management and ten top marketing journals during the period from 1987 to 2008. Articles from each of those 20 journals were examined independently, using visual reviews by the two researchers, in order to determine whether or not they were relevant to the study. Relevant articles were defined as those that involve an arts/culture-related topic and/or data in one or more of the following categories: performing arts (symphonic/chamber/choral music, theatre, opera, dance), museums, arts presenters, cinema, broadcasting, heritage, literature and craft. Database searches employing keywords,
using ABI/Inform Global and Google Scholar, were used to objectively confirm the results of the visual reviews. Citations from the general marketing and management journals to the arts management journals were collated. The pertinent arts management-related articles were then classified by subject area(s) and whether or not their relevance involves the general topic of the paper and/or the sample used in the research.

With the goal of conducting a comprehensive analysis of the entire body of pertinent work, the scope of this research encompasses all relevant peer-reviewed academic published articles. As a result, some of the articles included in this study are relatively short and may be perceived as less significant than others and/or as impacting the analysis in terms of skewing the results somewhat. However, in the interests of completeness, we have opted to include all relevant articles.

The objective phase of the study identified all arts management journal citations in the arts articles culled from the 20 mainstream journals by examining the reference list in each article to identify all citations to the eight core arts management journals. Each citation was documented and classified according to the mainstream journal in which the citations appeared, the arts management journal in which the cited paper was published, the major theme(s), sub-theme(s), author(s) and year published of the cited articles, and whether or not the article was self-cited. The results depict the frequency of arts management and arts marketing articles in mainstream journals, their citations and the journals cited.

The above work was confirmed by reversing the citation examination, using ABI/Inform Global and Google Scholar, to examine citations for each article from each of the eight core arts management journals to determine those that were used in the mainstream journals. This step identified no additional citations for each work in the top 20 mainstream journals, indicating that the original research was conducted correctly.

This approach identifies the evolution of thought of arts management in the general but interdisciplinary marketing and management literature. The results of the study provide an empirical base for understanding and transmitting norms in the field (Ratnatunga and Romano, 1997). There are no previous known studies of this kind in the arts management and arts marketing field. The authors believe that this initial mapping of arts management and arts marketing research as it evolves advances the field, enhances the understanding of gaps in empirical research in the general management/marketing literature and places arts management research within competing paradigms. Citation analysis provides a powerful means of analysis for understanding the intellectual fundamentals of a sub-discipline of marketing and management and identifies those journals publishing the largest number of articles in the field. The rest of this article assesses the impact that these articles have had (through citations analysis) on top marketing and management journals.

4. Results

The research question examined in this study is: has the research published in arts management journals since 1987 influenced research published on the arts in mainstream marketing and management journals? The results of the analysis comprise 227 articles and 76 citations from the arts marketing and management journals assessed in this research.
Table III summarises the results by general management journal, by number of arts management/marketing articles, by citations from arts management journals, by focus of the study and by arts management journal cited.

The results show 106 arts-related articles published in general management journals, with the numbers varying significantly from journal to journal. They also show 35 citations from arts management journals in mainstream management journals. There are variations in the number of citations from arts management journals in the general management journals, with two journals not citing arts management journals at all. The journals cited (from most citations to least) are *Journal of Cultural Economics* (13), *Journal of Arts Management, Law and Society* (6) *Poetics* (5), *International Journal of Arts Management* (4) and *International Journal of Cultural Policy* (3).

De Vany and Walls (1999), Prag and Casavant (1994) and Wallace *et al.* (1993) are authors from arts management/marketing journals whose articles were cited the most in mainstream journals, with eight, nine and 11 citations, respectively. All three articles cover the film industry. In terms of topics of interest, it could be argued that they are the most influential. Interestingly, the authors of arts-related articles in the general management journals were more likely to cite journals in sociology, economics, psychology, management or the art form discussed, rather than other arts management journal authors.

An examination of the results for mainstream management journals shows that four articles were published in the *Academy of Management Journal*, eight in *Administrative Science Quarterly* and 11 in the *Journal of Management Studies*. The numbers of arts articles in *Organization Science* (18) and *Organization Studies* (32) stand out as distinctively high, due to special issues on the arts, interest in the aesthetics of organisations and art as organisational metaphor. These interests are consistent with the organisational behaviour focus of these journals. Of the six manuscripts in *Journal of Organizational Behaviour*, six citations were sourced from arts management journals: two from the *Journal of Cultural Economics*, three from the *International Journal of Cultural Policy* and one from *Poetics*. Of the 32 manuscripts in *Organization Studies*, four citations were from a single arts management journal, the *International Journal of Arts Management*. Further, we identified authors in general management and marketing journals who had also published in arts journals, such as in *Nonprofit and Voluntary Sector Quarterly*, indicating that there is some crossover in terms of author publication preferences and/or choices.

Table IV summarises the results by general marketing journal, by number of arts marketing articles, by citations from arts management journals, by focus of the study and by arts management journal cited.

The results show 121 arts articles published in mainstream marketing journals, with the numbers varying significantly from journal to journal. They also show 41 citations from arts management/marketing journals in mainstream marketing journals. Again, there are variations in the number of citations from arts management/marketing journals in the mainstream marketing journals, with two journals not citing arts management/marketing journals at all. The journals cited (from most citations to least) are *Journal of Cultural Economics* (32), *Museum Management and Curatorship* (4) and *International Journal of Arts Management* (1) and *Poetics* (1).
Significant numbers of arts-related articles were published in *Marketing Science* (20), *European Journal of Marketing* (19), *Journal of Consumer Research* (16), *Journal of Advertising Research* (15), *Journal of Marketing* (13) and *Journal of Marketing Research* (12). This is not surprising, given the prominence that government policy has given to arts marketing, the importance of marketing for the development of arts and cultural organisations, and the interest of marketing academics in culture and creativity, especially in advertising. In those manuscripts, 41 citations were sourced from arts management/marketing journals, including 32 citations from the *Journal of Cultural Economics*, four from *Poetics* and four from *Museum Management and Curatorship*.

Figure 1 depicts the citation frequency by arts management journal. The second oldest journal, *Journal of Cultural Economics*, is by far the most frequently cited journal, with 47 citations, followed by the oldest journal, *Poetics*, with nine citations. Interestingly, the *International Journal of Arts Management*, one of the newest journals, is third in the citations listings, with eight citations. However, the latter two journal citations are a long way behind the *Journal of Cultural Economics*.

The story told in the mainstream marketing journals is comparable to that told in the mainstream management journals. *International Journal of Arts Management* has quickly established its reputation in the field of arts management and beyond, in the parent discipline of management, despite its exclusion from comparative published rankings until 2011 (e.g. Cabell's Publishing Directories). This volume of citations is significant, because other citation studies in sub-disciplines of management have found that citations in the parent discipline can take up to 30 years to occur (Shilbury, 2011a).

Figure 2 illustrates citation frequency by year and by journal type (management/marketing). It shows that there is an increase in the frequency of citations from arts management and marketing articles over the 22-year period studied. Citation frequency of arts management/marketing journal articles in mainstream journals correlates with the development of the sub-discipline of arts management/marketing.

Table V depicts mainstream management and marketing journal special issues on arts topics. Spikes of influence are evident periodically and with increasing frequency in the new millennium.

The table helps to explain the reasons for the spikes of influence in Figure 2, which focuses on citations in mainstream management/marketing journals. Spikes of influence occurred when special issues were published in mainstream journals on arts topics, or particular themes were of interest to editors. This is not an unexpected finding. The spikes of influence all occurred in the new millennium, with peaks recorded in 2005 and 2007 for management, and in 2003 and 2006 for marketing. All authors of these articles cited arts management/marketing journal articles. However, there are also two earlier special issues in general management journals (in 1998 and 2000). Those authors did not cite management/marketing journal articles. However, there does appear to be a direct correlation between mainstream journal special issues on arts topics and arts management/marketing journal article citation frequency in mainstream journals in subsequent years, as outlined in the last column of Table V.

From an academic perspective, the degree to which research published in arts management journals since 1987 has influenced research published on the arts in mainstream management
and marketing journals is uneven. Nonetheless, it is increasing, if at an irregular rate. The results of analysis of ten leading general management and ten leading general marketing journals explicate the citations identified from arts management/marketing journals. It is interesting to speculate at this early stage about the mainstream marketing and management journals that contain the larger numbers of arts management/marketing articles and citations. Such articles and accompanying citations tend to appear in organisation behaviour journals, consumer behaviour journals, advertising journals and the European Journal of Marketing, which prides itself on publishing interdisciplinary research. With their focus on people and their behaviours, new interfaces and consumer motivations, these journals may perceive that observation of fields other than their own can enrich their intrinsic focal points, and they may therefore be more open to ideas from other disciplines.

5. Practical and academic implications of the study

Practitioners, educators, researchers and students all need to know which journals to turn to when they seek information of a particular type. Citation studies provide one way forward for these groups, since studying the structure of influence of a discipline provides valuable insights into the development of that discipline (Baumgartner and Pieters, 2003). This first external analysis of arts management journal impact contributes, through citation analysis, to professionalising the field and developing the value of the journals which have been established in the field for academics and practitioners alike. Most, if not all, arts management journals contain articles that are authored by, and targeted to, professionals in the broad arts/culture industry, and the governments and foundations which support it, as well as those in academia who research arts and culture marketing and management topics.

The academic implications of this study focus on both its uniqueness and its contribution to the trajectory of citation analysis studies. The study is unique, as it is the first external analysis of arts management/marketing journal impact. It recognises the interdisciplinary nature of that field and identifies it as a sub-discipline of mainstream management/marketing. The research contributes to the trajectory of citation studies in that we used a metrics-based approach to identify both the body of arts management work published in mainstream journals and citations from arts management journal articles in that work, assessing the external impact of those journal articles in quantitative terms. The study established that the influence of research published in arts marketing and management journals on arts-related research in mainstream management journals is uneven, rising at an irregular rate.

6. Future research

This study assessed external impact of arts management journals. An extension of our research will concentrate on an assessment of internal impact. Internal impact analysis, in this context, involves the content analysis of all arts-related manuscripts published in management and marketing journals and determining which journals and authors are influencing research as measured by author, publication themes and journal citation metrics. We propose to assess internal impact in a future study.

Our emphasis in this study was examination of the influence of arts management/marketing research from a journal, not an author, standpoint. Future work is needed to assess that influence in terms of the authors of that research, looking at patterns of author citations. For example, it might examine the extent of self-citation, which is often criticised as potential manipulation by authors to include the volume of their own citations, although it is, arguably,
often valid, since a researcher specialising in a specific stream of research often is one of the
key researchers in that area.

A future step in this research stream should concentrate on validation of the core arts
management journals, using impact factor methodology and metrics to quantify the value of
those journals. The results will serve to validate further the scholarly importance and value of
those journals and/or indicate opportunities for expanding their reach and impact. We then
propose to undertake formal statistical meta-analysis of data on arts marketing and
management literature, coding the attributes of each of the studies, grouping them based on
common factors and mapping the results to produce a definitive framework of the literature.
Visual mapping of mainstream and sector-oriented arts management/marketing literature
interrelationships, in particular, using an approach similar to that of O’Reilly (2011) in his
work on arts marketing literature mapping, would add significantly to the body of knowledge
on the topic.

Finally, assessment should also begin, as publication history evolves, of several promising
arts management/marketing journals, which were not assessed in this study due to their
relatively recent emergence.

7. Conclusion

This study is the second in a series. The first stage addressed the rating of arts
management/marketing journals and developed the first such rating system in the field
(Rentschler and Shilbury, 2008). This second phase of research explores the influence that
arts management journals are having, and, arguably, should have, beyond the specific
discipline of arts management and the implications that this influence has for the
development of the field. The evolution of the role of arts management research in the
general management and marketing literature is uneven, and this tells us as much about the
breadth and scope of interests in the journals studied as it does about the articles cited.

How has research published in arts management journals since 1987 influenced research
published in general management and marketing journals? We examined 20 top marketing
and management journals over a 22-year period using a citation-based measure of external
impact. The central point of this article is that the number of citations of arts management
journal articles in mainstream marketing and management journals indicates that the citing
authors find singular and valuable material in those cited works. However, citation frequency
is low – the number of mainstream marketing and management journal citations to arts
management journal articles is approximately one-third of the total number of arts
management journal articles.

On the other hand, the visibility and credence of arts management journals is increasing,
albeit slowly and unevenly, as the field matures and the journals become more established.
Our metrics-based approach identified both the body of arts management work published in
mainstream journals and citations from arts management journal articles in that work,
assessing external impact of those arts management journal articles in quantitative terms. The
findings indicate that mainstream marketing and management journals have published a
substantial number of arts-related articles but that a relatively small number of citations in
those articles reference arts management journals. The interaction between the parent
marketing and management disciplines and the arts management sub-discipline indicates that
management and marketing authors draw upon a large reserve of diverse literatures.
Mainstream marketing and management journal arts-related articles tend to use citations to journal articles based on social sciences research and the aesthetics of management, rather than arts-focused research, although there is some evidence of a trend of increasing numbers of citations to arts management/marketing journals. In summary, the role of arts management/marketing journals is an unfolding story, with significant opportunities for future research.

Figure 1 Citation frequency by arts management journal (1987-2008)

Figure 2 Arts management/marketing article citation frequency by year and mainstream journal type
<table>
<thead>
<tr>
<th>Management journals</th>
<th>Year established</th>
<th>Marketing journals</th>
<th>Year established</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Science</td>
<td>1989</td>
<td>Journal of Marketing Research</td>
<td>1964</td>
</tr>
<tr>
<td>Organization Studies</td>
<td>1979</td>
<td>Science</td>
<td></td>
</tr>
<tr>
<td>Journals of Management Studies</td>
<td>1964</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Nonprofit and Voluntary Sector Quarterly</td>
<td>1971</td>
<td>Journal of Advertising</td>
<td>1971</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Journal of Advertising Research</td>
<td>1936</td>
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</tbody>
</table>

**Table I** Twenty top tier management and marketing journals

<table>
<thead>
<tr>
<th>Journal</th>
<th>Year established</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Journal of Cultural Policy (JCP)</td>
<td>1994</td>
</tr>
<tr>
<td>Journal of Arts Management, Law and Society (JAMLS)⁶</td>
<td>1977</td>
</tr>
<tr>
<td>Journal of Cultural Economics (JCE)</td>
<td>1977</td>
</tr>
<tr>
<td>International Journal of Arts Management</td>
<td>1998</td>
</tr>
<tr>
<td>Poetics; Journal of Empirical Research on Culture, the Media and the Arts</td>
<td>1971</td>
</tr>
<tr>
<td>Media International Australia Incorporating Culture Creative Industries, and the Arts (MIA)</td>
<td>1986</td>
</tr>
<tr>
<td>Museum Management and Curatorship (MMC)⁵</td>
<td>1996</td>
</tr>
<tr>
<td>Asia Pacific Journal of Arts and Cultural Management (APJACM)</td>
<td>2003</td>
</tr>
</tbody>
</table>

**Notes:** ⁶First published as Performing Arts Review and renamed in 1990 as Journal of Arts Management and Law; and in 1992 as Journal of Arts Management Law and Society; ⁵first published as International Journal of Museum Management and Curatorship and renamed in 1990

<p>| Table II Eight core arts management/marketing journals |</p>
<table>
<thead>
<tr>
<th>Journal</th>
<th>No. of articles</th>
<th>No. of citations</th>
<th>Focus</th>
<th>Arts management/marketing journal(s) cited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy of Management Journal</td>
<td>4</td>
<td>0</td>
<td>US TV and film</td>
<td></td>
</tr>
<tr>
<td>Academy of Management Review</td>
<td>2</td>
<td>1</td>
<td>Film</td>
<td>1 JCE</td>
</tr>
<tr>
<td>Administrative Science Quarterly</td>
<td>8</td>
<td>2</td>
<td>Orchestra and film</td>
<td>2 JCE</td>
</tr>
<tr>
<td>California Management Review</td>
<td>1</td>
<td>0</td>
<td>Performing arts</td>
<td></td>
</tr>
<tr>
<td>Journal of Management Studies</td>
<td>3</td>
<td>4</td>
<td>Film</td>
<td>4 JCE</td>
</tr>
<tr>
<td>Organization Science</td>
<td>29</td>
<td>0</td>
<td>Jazz, cultural industries, film,</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>music, visual arts, theatre,</td>
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<td>media, musical instruments</td>
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<td>Funding, philanthropy,</td>
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<td></td>
<td>community arts, financial</td>
<td></td>
</tr>
<tr>
<td>Nonprofit and Voluntary Sector Quarterly</td>
<td>10</td>
<td>7</td>
<td>vulnerability</td>
<td>6 JAMLS</td>
</tr>
<tr>
<td>Organization Studies</td>
<td>32</td>
<td>4</td>
<td>Literature, music, events, film,</td>
<td>1 JCE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>performing arts</td>
<td>4 IJAM</td>
</tr>
<tr>
<td>Journal of Organizational Behaviour</td>
<td>6</td>
<td>6</td>
<td>Performing arts, classical music,</td>
<td>2 JCE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>film, creative industries</td>
<td>3 IJCP</td>
</tr>
<tr>
<td>Totals</td>
<td>106</td>
<td>35</td>
<td></td>
<td>1 Poetics</td>
</tr>
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</table>

Table III Arts management/marketing articles cited in mainstream management journals 1987-2008
### Table IV Arts management/marketing journal articles cited in mainstream marketing journals (1987-2008)

<table>
<thead>
<tr>
<th>Journal</th>
<th>No. of articles</th>
<th>No. of citations</th>
<th>Focus</th>
<th>Arts management/marketing journal(s) cited</th>
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<tbody>
<tr>
<td>Journal of Consumer Research Marketing Science</td>
<td>16</td>
<td>7</td>
<td>Literature, film, rock music, TV</td>
<td>4 JCE</td>
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<tr>
<td>Journal of Marketing Research</td>
<td>20</td>
<td>11</td>
<td>Film</td>
<td>11 JCE</td>
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<tr>
<td>Journal of Marketing</td>
<td>12</td>
<td>2</td>
<td>Broadway, music, theatre, film</td>
<td>2 JCE</td>
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<tr>
<td>Journal of Marketing</td>
<td>13</td>
<td>12</td>
<td>Film, artistic environment, performing arts, museums, music</td>
<td>12 JCE</td>
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<tr>
<td>International Journal of Research in Marketing</td>
<td>7</td>
<td>0</td>
<td>Visual arts, theatre</td>
<td>–</td>
</tr>
<tr>
<td>Journal of Advertising</td>
<td>7</td>
<td>0</td>
<td>Poetry</td>
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<td>European Journal of Marketing</td>
<td>19</td>
<td>5</td>
<td>Nonprofit arts, visual arts, museums, jazz, broadcasting</td>
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<tr>
<td>Journal of Advertising Research</td>
<td>15</td>
<td>0</td>
<td>Radio, TV, film, music</td>
<td>1 JAM</td>
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<tr>
<td>Journal of the Academy of Marketing Science</td>
<td>7</td>
<td>4</td>
<td>Museums, decorative arts, nonprofit arts, film</td>
<td>3 JCE</td>
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<tr>
<td>Journal of Service Research</td>
<td>5</td>
<td>0</td>
<td>Theatre, nonprofit arts</td>
<td>1 Poetics</td>
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<tr>
<td>Totals</td>
<td>121</td>
<td>41</td>
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</table>

### Table V Mainstream management/marketing journal special issues on arts topics

<table>
<thead>
<tr>
<th>Year</th>
<th>Journal name</th>
<th>Volume (issue)</th>
<th>Special issue title</th>
<th>No. of articles</th>
<th>No. of arts management/marketing citations</th>
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<tr>
<td>1998</td>
<td>Organization Science</td>
<td>9 (5)</td>
<td>Jazz Improvisation and Organizing</td>
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<td>0 of 0 for year</td>
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<tr>
<td>2000</td>
<td>Organization Science</td>
<td>11 (3)</td>
<td>Cultural Industries; Learning from Evolving Organizational Practices</td>
<td>9</td>
<td>0 of 0 for year</td>
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<tr>
<td>2004</td>
<td>Organizational Studies</td>
<td>25 (5)</td>
<td>Theatre and Organization</td>
<td>8</td>
<td>3 of 5 for year</td>
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<td>2005</td>
<td>Journal of Management Studies</td>
<td>42 (5)</td>
<td>Manufactured Authenticity and Creative Voice in Cultural Industries</td>
<td>5</td>
<td>8 of 12 for year</td>
</tr>
<tr>
<td>2006</td>
<td>Marketing Science</td>
<td>25 (6)</td>
<td>25th Anniversary Issue; Review Article and Invited Commentaries; Motion Picture Industry</td>
<td>12</td>
<td>7 of 12 for year</td>
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<td>2007</td>
<td>Journal of Organizational Behaviour</td>
<td>28 (5)</td>
<td>Paradoxes of Creativity; Managerial and Organizational Challenges in the Cultural Economy</td>
<td>5</td>
<td>6 of 8 for year</td>
</tr>
</tbody>
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References

Association of Business Schools (2011), "Academic journal quality guide – the Association of Business Schools", available at:.

Australian Business Deans Council (ABDC) (2009), "Australian Business Deans Council journal quality list", available at:.


Financial Times (2010), "45 journals used in FT research rank", Financial Times, available at:


**About the authors**

Ruth Rentschler is the Chair, Arts and Entertainment Management, Deakin University, Melbourne, Australia. She is on the boards of the Art Gallery of Ballarat, Multicultural Arts Victoria and VicHealth. Her research interests include entrepreneurship, artists in microenterprises, arts governance and arts marketing. She publishes widely in the cultural field, authoring refereed journal articles, research books and edited books, including *Cultural and Entertainment Industries Handbook, Shaping Culture, Innovative Arts Marketing, The Entrepreneurial Arts Leader, Creative Marketing and Museum Marketing*. Ruth Rentschler is the corresponding author and can be contacted at: rr@deakin.edu.au
Theresa A. Kirchner is an Assistant Professor of Management with the School of Business, Hampton University. Her background includes over 20 years’ of work with nonprofit boards of directors and extensive for-profit corporate executive experience. Her research concentrates on strategic management and marketing of nonprofit arts organizations. Her publications have appeared in *International Journal of Nonprofit and Voluntary Sector Marketing*, *European Journal of Management*, *Disaster Recovery Journal*, and *Journal of the Academy of Business and Economics*. 