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## Biography

Tim Mazzarol is a Winthrop Professor within the UWA Business School where he specialises in entrepreneurship, innovation, small business management, marketing and strategy. He is a Qualified Professional Researcher (QPR) with the Research Society. In addition, Tim is an Affiliate Professor of the Burgundy School of Business, Group ESC Dijon, Bourgogne France. He is also the Coordinator of the UWA Co-operative Enterprise Research Unit (CERU), a Director of the Centre for Entrepreneurial Management and Innovation (CEMI), and a founder Director and Company Secretary of the Commercialisation Studies Centre (CSC) Ltd.

Tim has been with UWA since 2001 and previously worked at Curtin University from 1994 to 2000. During that time, he was the Director of the Small Business Unit and a Research Fellow with the Institute for Research into International Competitiveness (IRIC). Prior to his academic career Tim was a high school teacher, a diplomatic officer within the Australian Department of Foreign Affairs, and a manager with National Mutual Ltd.

He was the Director of Doctoral Programs at the UWA Business School from 2008 to 2009 and the founder Director of the UWA Centre for Entrepreneurial Management and Innovation (CEMI) from 2003 to 2007. He is a research theme leader with the UWA Institute of Agriculture, within the area of agribusiness ecosystems, and is actively engaged with the Australian Institute of Management (AIM) WA, Executive Education Programs where he designs, develops and delivers programs for a wide range of organisations.

Tim is a fellow of the AIM WA, a member of the International Council of Small Business (ICSB) and its affiliate the Small Enterprise Association of Australia and New Zealand (SEAANZ). From 2012 to 2018 he was President of SEAANZ following several years as a member of its board. He continues to work closely with small firms via his research and MBA units in commercialisation, entrepreneurship and small business management.

Prior to joining UWA, Tim was at Curtin University of Technology from 1994 until 2000. In that time he worked as a Research Fellow with the Business School's Institute for Research into International Competitiveness (IRIC), and Executive Director of the Small Business Centre (now Curtin Entrepreneurship Centre). Tim's last appointment at Curtin was as a Senior Lecturer in Entrepreneurship within the School of Management.

Tim's research in small business management, marketing and co-operative and mutual enterprises has been published internationally and he is the author or co-author of several research and textbooks. In addition to his academic work Tim has been a shareholder and non-executive director of several small firms as well as a member of boards of non-profit organisations.

He is actively involved in consulting to a range of organisations both large and small. In addition to his research and teaching within the Business School he is a sought after speaker and industry trainer in the fields of strategic management, marketing and innovation.

## Employment

### Senior Honorary Research Fellow

UWA Business School  
1 Dec 2022 → present

### Oceans Institute

The University of Western Australia  
13 May 2021 → present

## Research outputs

### **What roles do SME members have in cooperatives?**

Ghuri, S., Mazzarol, T. & Soutar, G. N., Dec 2022, In: *Journal of Co-operative Organization and Management*. 10, 2, 100172.

### **Customer versus member engagement: Does mutuality matter?**

Mazzarol, T., Soutar, G. N., Reboud, S. & Clark, D., Jun 2022, In: *Journal of Co-operative Organization and Management*. 10, 1, 100166.

### **Saving energy at home: Exploring the role of behavior regulation and habit**

Webb, D., Soutar, G. N., Gagné, M., Mazzarol, T. & Boeing, A., Mar 2022, In: *International Journal of Consumer Studies*. 46, 2, p. 621-635 15 p.

### **COVID-19's impact on the perceived risk of ocean cruising: A best-worst scaling study of Australian consumers**

Tapsall, S., Soutar, G., Elliott, W., Mazzarol, T. & Holland, J., Feb 2022, In: *Tourism Economics*. 28, 1, p. 248-271 24 p.

### **Albany Co-operative Society - The Great Cockalorum, 1867-1885**

Baskerville, B., Mazzarol, T. & van Aurich, A., 2022, CEMI-CERU Case Study Research Report 38 p.

### **Commercialisation and Innovation Strategy in Small Firms: Learning to Manage Uncertainty**

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### **Cooperative and Mutual Enterprises as a Business Model Innovation**

Mazzarol, T., 2022, *COOP Dialogue Issue 2: Future proofing Cooperatives through innovation*. International Cooperative Alliance, p. 5-13 9 p.

### **UFS Dispensaries - A Friendly Society Solution to Pharmacy**

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### **Why do SMEs join Co-operatives? A comparison of SME owner-managers and Co-operative executives views**

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### **Cruising through a pandemic: The impact of COVID-19 on intentions to cruise**

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### **Co-operative Principles and Values: Does the talk match the walk?**

Ghuri, S., Mazzarol, T. & Soutar, G., 2021, In: *Journal of Co-operative Studies*. 54, 3, p. 7-22 53.

### **Cruise passengers' risk reduction strategies in the wake of COVID-19**

Holland, J., Mazzarol, T., Soutar, G. N., Tapsall, S. & Elliott, W. A., 2021, In: *Asia Pacific Journal of Tourism Research*. 26, 11, p. 1189-1206 18 p.

### **Employer and employee perspectives of HRM practices within SMEs**

Mazzarol, T., Soutar, G., McKeown, T., Reboud, S., Adapa, S., Rice, J. & Clark, D. N., 2021, In: *Small Enterprise Research*. 28, 3, p. 247-268 22 p.

### **Future Research Opportunities: A Systematic Literature Review and Recommendations for Further Research into Minority Entrepreneurship**

Mazzarol, T., 2021, *The Palgrave Handbook of Minority Entrepreneurship*. Cooney, T. M. (ed.). 1 ed. Switzerland: Palgrave Macmillan, p. 503-561 59 p.

**Kudos Services - A Mutual Solution to a Complex Problem**

Mazzarol, T., 2021, CEMI-CERU Case Study Research Report 43 p.

**They didn't have to sell their shares - The rise and demise of SACBH-ABB Grain**

Mazzarol, T., 2021, CEMI-CERU Case Study Research Report 49 p.

**Entrepreneurial education: An entrepreneurial ecosystem approach**

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**Customer versus Member Engagement: Does Mutuality Matter?**

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**What drives biopharmaceutical-CRO alliances? Digitalisation?**

Moore, M., Mazzarol, T., Reboud, S., Clark, D. & Soutar, G., Mar 2020, *2019 ANZMAC Conference Proceedings*. Richard, J. E. & Kadirov, D. (eds.). Wellington: Australia and New Zealand Marketing Academy Conference, p. 98-104

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**Cobargo Co-operative Society - Community Owned for 120 Years**

Mazzarol, T., 2020, CEMI-CERU Case Study Research Report 34 p.

**Entrepreneurship and Innovation: Theory, Practice and Context**

Mazzarol, T. & Reboud, S., 2020, 4th ed. Singapore: Springer New York LLC. 509 p. (Springer Texts in Business and Economics)

**Skin Elements Ltd - The Importance of Knowledge Management in Commercialisation**

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**Workbook for Small Business Management: Theory and Practice**

Mazzarol, T. & Reboud, S., 2020, 4th ed. Springer New York LLC. 269 p. (Springer Texts in Business and Economics)

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Mazzarol, T., Soutar, G. & Mamouni Limnios, E., 8 Jul 2019, In: *Journal of Services Marketing*. 33, 3, p. 303-315 13 p.

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### **The Very Big Concerns of Small Business: A Qualitative Study**

McKeown, T., Mazzarol, T., Soutar, G., Adapa, S. & Hanson, B., 2019, *2019 International Council for Small Business World Congress*. International Council for Small Business (ICSB), p. 1-10

### **Yenda Producers' Co-operative - Farming in the Dry**

Mazzarol, T., 2019, CEMI-CERU Case Study Research Report 22 p.

### **The evolution of small business policy in Australia and New Zealand**

Mazzarol, T. W. & Clark, D., Oct 2018, *Understanding the Development of Small Business Policy*. Cooney, T. (ed.). 1 ed. Routledge

### **Exploring the diversity of SMEs: a taxonomic approach in a French Region as a way to avoid the dichotomy Gazelles / Muppets (or "Silicon Valley Business Model" and the rest of SMEs)**

Reboud, S., Serboff, T., Goy, H., Mazzarol, T. & Clark, D., 3 Sep 2018, *Beyond Silicon Valley: Moving towards a contextualized view of entrepreneurship: Rencontres de St-Gallen 2018*. Zellweger, T., Fueglistaller, U., Hatak, I. & Volery, T. (eds.). 20 p.

### **Les politiques publiques face a la diversite des PME: les apports d'une approche taxonomique en Rhone-Alpes**

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### **The member wears four hats: a member identification framework for co-operative enterprises**

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### **Organisational Factors, Anticipated Rents and Commercialisation in SMEs**

Do, H., Mazzarol, T., Soutar, G., Volery, T. & Reboud, S., 1 Feb 2018, In: *International Journal of Innovation Management*. 22, 2, p. 1 30 p., 1850018.

### **Economic Gardening: What it is and what it does for the generation of jobs and economic growth**

Mazzarol, T., Clark, D. & Reboud, S., 2018, *Economic Gardening: The role of entrepreneurship, innovation and small business ecosystems in regional, rural and international development*. Miles, M., Battisti, M., Lau, A. & Terziowski, M. (eds.). 1 ed. Prahran VIC Australia: Tilde Publishing and Distribution, p. 1-33 32 p. (SEAANZ Research Book Series).

### **Enabling Safe and Healthy Workplaces for Small Business**

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### **Independent Liquor Group - Providing Choice and Flexibility**

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### **Inspiring Future Workplaces: An Australian and NZ Small Business Perspective**

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### **Rapid Group Co-operative - The Cleaning Supply Experts**

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### **It is time to question the current obsession with Unicorns and Gazelles: Innovator Blog, Centre for Entrepreneurial Management and Innovation (CEMI)**

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**Can 'Pacemaker' co-operative Murray Goulburn reverse its vicious spiral? Innovator Blog, Centre for Entrepreneurial Management and Innovation (CEMI)**

Mazzarol, T. W., 17 Oct 2017, <https://cemi.com.au> : Centre for Entrepreneurial Management and Innovation (CEMI).

**Small business isn't just important to the economy, it IS the economy: Innovator Blog, Centre for Entrepreneurial Management and Innovation (CEMI)**

Mazzarol, T. W., 11 Jun 2017, Centre for Entrepreneurial Management and Innovation (CEMI).

**Farewell Pollenizer: what does this say about the start-up ecosystem? Innovator Blog, Centre for Entrepreneurial Management and Innovation (CEMI)**

Mazzarol, T. W., 7 Mar 2017, <https://cemi.com.au> : Centre for Entrepreneurial Management and Innovation (CEMI).

**Financing for start-ups, the myth and the reality: Innovator Blog, Centre for Entrepreneurial Management and Innovation (CEMI)**

Mazzarol, T. W., 19 Feb 2017, Centre for Entrepreneurial Management and Innovation (CEMI).

**Australia's Leading Co-operative and Mutual Enterprises in 2017: CEMI Discussion Paper Series, DP 1701**

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**Entrepreneurship and Innovation, 3rd Edition**

Mazzarol, T. W. & Reboud, S., 2017, 3rd ed. Australia: Tilde Publishing and Distribution. 470 p.

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**Entrepreneurship Education: An entrepreneurial ecosystems approach**

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**Losing sight of Purpose - The United Farmers' Co-operative Company**

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**Low-Tech Entrepreneurship**

Reboud, S. & Mazzarol, T., 2017, *Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship*. Carayannis, E. G. (ed.). New York: Springer Science + Business Media, 8 p.

**Rumbalara Aboriginal Co-operative - The Heart of the Community**

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**Scanalyse: A Case Study of the Role of Social Capital, Strategic Networking, and Word of Mouth Communication in the Diffusion of an Innovation**

Mazzarol, T., 2017, *Strategy and Communication for Innovation: Integrative Perspectives on Innovation in the Digital Economy*. Pfeffermann, N. & Gould, J. (eds.). Third ed. Cham Switzerland: SPRING-VERLAG, p. 147-174 28 p.

**Small Business Management, 3rd Edition**

Mazzarol, T. W. & Reboud, S., 2017, 3rd Edition ed. Australia: Tilde Publishing and Distribution. 506 p.

**Small Business Management: Workbook, First Edition**

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#### **The big concerns of small business: a qualitative study**

McKeown, T., Mazzarol, T. & Rice, J., 2017, *31st Annual ANZAM Conference 2017*. Gold Coast, QLD: Australian and New Zealand Academy of Management, 19 p. 225

#### **Financial instruments and equity structures for raising capital in co-operatives**

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#### **Australia's hidden giants: the Aussie 'Mittelstand'**

Baker, S. & Mazzarol, T., 2016, *Rhetoric and Reality: Building Vibrant and Sustainable Entrepreneurial Ecosystems*. Clark, D., McKeown, T. & Battisti, M. (eds.). Prahran, Victoria: Tilde Publishing and Distribution, p. 122-155 34 p. (SEAANZ Research Book Series).

#### **Australia's leading co-operative and mutual enterprises in 2016**

UWA Co-operative Enterprise Research Unit, 2016, Centre for Entrepreneurial Management and Innovation (CEMI). 110 p. (CEMI Discussion Paper Series ; no. 1601)

#### **Australia's Leading Co-operative and Mutual Enterprises in 2016: CEMI Discussion Paper Series, DP 1601**

Mazzarol, T., Mamouni Limnios, E., Soutar, G. & Kresling, J., 2016, 110 p. [www.cemi.com.au](http://www.cemi.com.au) : Centre for Entrepreneurial Management and Innovation (CEMI).

#### **Diversity of SMEs: A taxonomic approach in a French Region**

Reboud, S., Serboff, T., Goy, H., Mazzarol, T. & Clark, D., 2016, *30th ANZAM Conference: Under new management: Innovating for sustainable and just futures*. Bentley, T. (ed.). Australian and New Zealand Academy of Management

#### **National Mutual Economy Report 2016: Incorporating the Top 100**

Mazzarol, T., Mamouni Limnios, E., Soutar, G. & Kresling, J., 2016, Business Council of Co-operatives and Mutuals. 80 p.

#### **The 'burden' of compliance in SMEs**

McKeown, T., Mazzarol, T. & Gillies, G., 2016.

#### **The Evolution of Small Business Policy in Australia and New Zealand**

Mazzarol, T. & Clark, D., 2016, In: *Small Enterprise Research: The Journal of SEAANZ*. 23, 3, p. 239-261 23 p.

#### **The need for Nano: Revealing a hidden dimension of small business**

McKeown, T., Mazzarol, T., Lazaris, M., Cochrane, R. & Gillies, G., 2016, *Small Enterprise Research*. McKeown, D. T. (ed.). Small Enterprise Association of Australia and New Zealand

#### **The role of universities as catalysts within entrepreneurial ecosystems**

Mazzarol, T., Battisti, M. & Clark, D., 2016, *Rhetoric and Reality: Building Vibrant and Sustainable Entrepreneurial Ecosystems*. Clark, D., McKeown, T. & Battisti, M. (eds.). Prahran, Victoria: Tilde Publishing and Distribution, p. 36-68 33 p. (SEAANZ Research Book Series).

#### **Australia's Leading Co-operative and Mutual Enterprises in 2015**

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#### **Controversies on the Significance of HRM: The Cost of Paradigm Shift**

Apon, S. I. & Mazzarol, T., 2015, *Australian and New Zealand Academy of Management Conference Proceedings*. Australia: Australian and New Zealand Academy of Management, Vol. n/a. p. 1-18

#### **Co-op Member Four Hats: A Cross-Case Comparison**

Mamouni Limnios, E., Mazzarol, T. & Soutar, G., 2015.

**Enjeux clés pour les propriétaires-dirigeants de PME, une approche par la proximité**

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**Proximity effects on SMEs: up close and personal but strategically myopic**

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#### **An overview of the research**

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#### **Australia's Leading Co-operative and Mutual Enterprises in 2014**

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#### **Conclusions and lessons learnt**

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#### **Developing A Co-Operative Enterprise Business Model: Identifying The Core Components From Theory And Practice**

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**The economic and social contribution of the Western Australian CME sector**

Mazzarol, T., Gilchrist, D., Soutar, G., Gaynor, A., Muger, A. & Wells, P.  
Australian Research Council: A\$64,465.00, Australian Research Council: A\$128,930.00, Australian Research Council:  
A\$133,430.00, Australian Research Council: A\$40,000.00, Australian Research Council: A\$68,965.00, Australian  
Research Council: A\$49,000.00, Australian Research Council: A\$49,000.00  
1/09/21 → 1/09/24

**Grants (ROAP projects)**

**A History of the Royal Automobile Club of Western Australia (RAC WA)**

Mazzarol, T., Gaynor, A., Soutar, G. & Baskerville, B.  
The Royal Automobile Club of Western Australia  
1/01/20 → 30/06/20

**A Study of the Cooperative as a Competitive Business Model**

Mazzarol, T. & Van Heemst, N.  
Co-operatives WA  
17/06/08 → 31/03/13

**A Study of the Inter Relationship Between Public Sector Housing and Crime Within the City of Belmont**

Mazzarol, T. & Van Heemst, N.  
City of Belmont  
1/01/07 → 31/12/07

**Business Planning and Strategic Market Research for Australian Olive Harvesters**

Mazzarol, T.  
Sundry Grants  
1/01/03 → 31/12/03

**CBH Research Program 2016**

Mamouni Limnios, E., Mazzarol, T., Siddique, K. & Soutar, G.  
Co-Operative Bulk Handling Limited  
1/01/16 → 31/12/16

**City of Belmont Community Research Project**

Mazzarol, T., Sneddon, J. & Van Heemst, N.  
Sundry Grants  
1/01/03 → 31/12/03

**Commercialization of the "Otter"**

Mazzarol, T.  
Sundry Grants  
1/01/03 → 31/12/03

**Development of Strategic Image Measure and Customer Satisfaction Index for the Water Corporation**

Mazzarol, T.  
Water Corporation (Western Australia)  
1/01/05 → 31/12/05

**Digital Content Feasibility Study**

Mazzarol, T.  
Department of Education, Employment and Workplace Relations (DEEWR)  
1/01/04 → 31/12/04

**Enhancing Sustainable Energy Saving Behaviour Through Communication - A Longitudinal Study**

Mazzarol, T., Soutar, G., Sweeney, J., Webb, D., Henry, J., Brock, H., Cilona, M. & Doeltsch, S.  
Australian Research Council, PureProfile Pty Ltd, Synergy, WA Office of Energy  
1/01/11 → 31/12/12

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Australian Research Council  
1/01/11 → 31/12/12

**Identifying Industry Clusters in the Eastern Metropolitan Region of Perth**

Mazzarol, T.  
Sundry Grants  
1/01/03 → 31/12/03

**Identifying Industry Clusters in the Pilbara Region**

Mazzarol, T.  
Department of Education, Employment and Workplace Relations (DEEWR)  
1/01/05 → 31/12/05

**Investing in Armadale: Development of a Marketing Communications Strategy; Business Cluster Analysis and Multimedia Prospectus for the Armadale Redevelopment Authority**

Mazzarol, T.  
Sundry Grants  
1/01/05 → 31/12/05

**LGMA Sustainable Workforce Proposal**

Mazzarol, T.  
Sundry Grants  
1/01/05 → 31/12/05



**LP0455705 - An Exploration of the Development and Effectiveness of Word-of-Mouth Communication in Financial Services Markets.**

Mazzarol, T., Sweeney, J. & Soutar, G.  
ARC Linkage Projects  
1/01/04 → 31/12/06

**National Mutual Economy 2015 Report**

Mazzarol, T., Soutar, G. & Mamouni Limnios, E.  
Business Council of Co-operatives and Mutuals  
1/07/15 → 31/12/19

**RFT No 8703: Review of the Western Australian Business Enterprise Centre Network**

Mazzarol, T.  
Sundry Grants  
1/01/03 → 31/12/03

**Small Business Enterprise Culture Program**

Mazzarol, T.  
DIISR AusIndustry  
1/01/04 → 31/12/04

**Sustainable Cooperative Enterprise - An Investigation into the Factors Influencing the Sustainability & Competitiveness of Cooperative Enterprises**

APAI, N. N., Mazzarol, T., Soutar, G., Siddique, K., Watson, J., Sneddon, J., Wells, P. & Mamouni Limnios, E.  
Australian Research Council, Co-Operative Bulk Handling Limited, Co-operatives WA  
30/06/10 → 31/12/15

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Australian Research Council  
30/06/10 → 29/06/13

**The economic and social contribution of the Western Australian CME sector**

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1/09/21 → 1/09/24

2021	Lorem ipsum dolor sit amet
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