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# Editorial Board

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**Panel of Referees:**  
Each scientific editor has an independent panel of discipline-related referees who remain anonymous to ensure a process of objective reviewing of the papers.
Foreword

Although production difficulties have resulted in delays in publishing this issue of the *Australian Farm Business Management Journal*, they are behind us now, and the *Journal* should appear on schedule (June and November) from now.

In this issue you will find a series of five articles that have implications for various aspects of farm management. The first, by Tim Hutchings, is the second part of a series on the issue of the need for sound financial management in mixed farming enterprises. The fundamental concept of the work is that long-term cash flow is the most important indicator of farm business success. Moreover, risky aspects of the farm business environment that result in variability of long-term cash flow are of paramount importance. This implies that the use of simple gross margin analysis to select between farm activities can lead to misleading results because it fails to account for all the costs and omits analysis of uncertainty. While the work is based in southern New South Wales and northern Victoria, it does have implications for farming more generally.

The second article is a brief summary of recent trends in climate variables that allow us to make some preliminary remarks about the course of climate change observed to date. This is work that is based on a PhD thesis by the principal author, Jason Crean. It shows that while future droughts are unlikely to involve significantly less rainfall, they could still be more intense because of higher temperatures and consequent higher evaporation and lower runoff.

Next, a group from the University of New England (Renato Villano et al.) reports on measurement of productivity and returns in beef farming in south-west Victoria. There were modest gains in productivity for best-practice farms during the study period, but technically inefficient farms were observed to be falling behind. Also, the terms of trade of beef farmers were highly variable because of instability in output prices.

The fourth article considers the issue of communication in the management of New Zealand agricultural enterprises managed by groups of Maori. The need to embrace modern business management methods, including methods of communication, is contrasted with traditional approaches to community management and communication. An important conclusion to come from this work is that younger Maori could have much to offer, given their expertise in modern methods of communication. One means of capturing this potential is to enlist them on to various boards of management.

The final article is by Ferry Jie, who is becoming a leading Australian researcher in the area of agricultural supply chain management. His article examines the role of customer relationship strategies for beef producers. The recommendation is that most producers need to follow a more focussed strategy, because there are many types of cattle purchasers, and it would be self-defeating for beef farmers to try to service more than one or two segments.

For the future we are planning, in addition to our usual diverse style of farm management content, a series of special issues of the *Journal*. They will probably focus on specific sectors such as crops, dairy, etc, or specific farming practices such as grazing. Allan Charry has returned, in a part-time assistant-manager capacity to contribute to this. He complements the editorial team of Mark Filmer and Kerry Madden.

Professor Kevin A Parton
Head, Orange Campus
Charles Sturt University

March 2010
The character of *AFBM Journal*

*AFBM Journal* is a registered publication of the Australasian Farm Business Management Network (i.e. AFBMNetwork) and published by Charles Sturt University, Orange Campus, School of Agriculture and Wine Sciences.

AFBMNetwork is a professional organisation supported by Charles Sturt University – Faculty of Science, Curtin University – Muresk Institute; Massey University – College of Sciences; The University of Melbourne – Institute of Land and Food Resources and Marcus Oldham College. Members from these organisations and the AFBMNetwork membership are the primary users of the *AFBM Journal*. However, independent and other organisational professionals are encouraged to publish in the *AFBM Journal*.

AFBMNetwork vision and mission statements actively encourage the design of farming systems matched to the environmental, social, economic and marketing conditions of Australasia. It promotes quality education, research, consultancy and extension to service the primary sector and its organisations. The *AFBM Journal* will therefore publish quality papers related to the areas of Animal Systems and Technology; Cropping Systems and Technology; Ecological Agriculture; Farm Economics; Global Perspectives of Agriculture; Business Management and Decision-Making; Social Issues of Farming and Sustainable Farming Systems.

The Department of Education Science and Training of the Commonwealth of Australia – Higher Education Research Data Collection (DEST-HERDC) defines that the *essential characteristics of a research publication* are as follows:

- substantial scholarly activity, as evidenced by discussion of the relevant literature, an awareness of the history and antecedents of work described, and provided in a format which allows a reader to trace sources of the work through citations, footnotes, etc
- originality (i.e. not a compilation of existing works)
- veracity/validity through a peer validation process or by satisfying the commercial publisher or gallery processes
- increasing the stock of knowledge (www.dest.gov.au/NR/rdonlyres/61C1FB66-A777-45AF-8FC5-C8EE5B380B5B/6127/2005HERDCSpecificationsFinal100605.rtf; accessed on 20 June 2005)

*AFBM Journal* supports the above principles and while encouraging the publication of research results, useful to the professional farming related community, will undertake a stringent process of peer reviewing to ensure the quality of the papers published in the different issues of the Journal.

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**Instructions to authors**

Instructions for intending authors of papers to be submitted to the *AFBM Journal* can be downloaded from AFBMNetwork webpage. Papers must be submitted online to the following email address: kparton@csu.edu.au. Further enquiries must be addressed toward the same email address to the Chief Editor of the *Journal*, Professor Kevin A Parton.