



# Steering Committee Meeting

Conference Call, 30 March 2015

## Minutes

### AGENDA

1. **Welcome**

Approval of the minutes of previous meeting – 24 October 2014, Brussels

2. **Issues requiring decisions**

2.1. EMAC Statutes - *Maja Makovec-Brenčič*

2.2. EMAC Financials: Procedure & Activities for EMAC sponsorship- *Gerrit van Bruggen/ Peter Verhoef*

3. **Issues for reporting and updating**

3.1. Election Process - *Maja Makovec-Brenčič*

3.2. EMAC Activities for Doctoral Students and Young Researchers - *Maja Makovec-Brenčič*

3.3. Report from VP Publications - *Marnik Dekimpe*

3.4. EMAC Membership - *Peter Verhoef*

3.5. EMAC Marketing Department Head Forum: “THE BEST OF MARKETING BY THE BEST IN MARKETING” - *Peter Verhoef*

3.6. EMAC Communication - *Peter Verhoef*

3.6.1. Special Interest Groups

3.7. EMAC Conferences - *András Bauer*

3.7.1. EMAC Specialized Conferences

3.7.2. Ethical code of conferences - *Maja Makovec-Brenčič*

3.8. EMAC Financials - *Gerrit van Bruggen*

3.9. External Relations - *Roland Rust*

3.10. Executive Committee Meeting & General Assembly - *Maja Makovec-Brenčič*

4. **Miscellaneous**

The 2016 Annual Conference of the Emerging Markets Conference Board  
*Maja Makovec-Brenčič*

5. **Date and time of next meeting**

Monday May 25, 2015- 14:00-17:00, Leuven, Belgium

## 1. Minutes of previous meeting – October 24, 2014

No comments or remarks were recorded. The minutes were approved.

[Annex 1: Minutes of the EMAC Steering Committee, October 24, 2014](#)

## 2. Issues requiring decisions

### 2.1 EMAC Statutes

Further to the last Steering Committee Meeting in October 2014, the EMAC Statutes were updated and submitted to the Executive Committee members for feedback.

The main issue raised concerned the difficulty to reach the number of at least 10 members each year for 3 consecutive years to be eligible to nominate a National or a Regional Representative on the Executive Committee.

In the discussion several topics were exposed:

- Several countries, affected by this amendment, reflected negatively; it was stressed out that EMAC, with the support of the VP Membership, will make sure that these countries stay represented on the Executive Committee.
- It was highlighted that Regional Conferences are also accumulating membership so each country could reach the required number either through the Annual or Regional Conferences

The Steering Committee agreed on keeping the number of at least 10 members each year for 3 consecutive years to be eligible to nominate a National or a Regional Representative on the Executive Committee. It will allow having more effective Executive Committee Meetings. The proposal will, however, be discussed at the Executive Committee and submitted for voting at the General Assembly.

The issue of how to define the Regions was then raised. It was agreed to leave it open at the statutes level and to settle specific Regions at the election level. It was decided that, based on the EMAC current membership list, the Steering Committee will make a proposal for grouping countries that do not meet the required number of members into specific Regions.

The point in the EMAC Statutes stating that “The mandates of President, Vice-Presidents, Treasurer, National/Regional Representative and Editor cannot be cumulated within their term of office” was then discussed.

Two issues were addressed:

- Combination of key functions in the Steering Committee within the same term of office:  
There is a need to clearly define which key positions cannot be combined at the same time (i.e. President and Vice-President or Editor). National/Regional Representatives should have the possibility of becoming a member of the Steering Committee.
- Overall length of the positions:  
It was suggested that one person could be on the Steering Committee for a maximum of 10 consecutive years (i.e. be Vice-President for 2 periods and then President) and should wait 3 years before being able to be nominated for a position in the Steering Committee again.

Marnik recommended to phrase the in terms of consecutive mandates rather than in years as 10 years might be perceived as too long.

Further to the discussion, it was agreed to prepare the adaptations of EMAC Statues to clarify, first within the Steering Committee, how many consecutive mandates can be fulfilled and which key functions cannot be cumulated within the same term of office.

It was also suggested to carry out a transition period in case of overlapping of positions. It was recommended to take a period of one year for the Steering Committee positions; this would allow National/Regional Representatives to be eligible for a Steering Committee position without having to step down from their position.

This proposal will be discussed at the next Executive Committee Meeting.

**Conclusion:**

| <b>Actions</b>  | <b>Who</b>         | <b>Deadline</b> |
|---|--------------------|-----------------|
| Provide the list of membership 2014/2015  | AL                 | Immediate       |
| Draft a proposal for grouping countries into specific Regions & send it to AL               | Steering Committee | Immediate       |
| Rephrase the two paragraphs under point 5.3 in the EMAC Statutes and send to the SC members | Maja & Gerrit      | Immediate       |

| <b>Decision</b>   |
|---|
| It was decided to keep the number of at least 10 members each year for 3 consecutive years to be eligible to nominate a National or a Regional Representative on the Executive Committee. |

**2.2 EMAC Financials: Procedure & Activities for EMAC sponsorship**

Gerrit briefly reported on his proposal on the procedure for financing EMAC new initiatives. Since EMAC is responsible for the money of its members, it needs to make sure that the way decisions are made on spending the money is transparent and well thought through. Therefore, a structured procedure should be implemented for better decision making and for developing better new initiatives.

In the discussion, several issues and suggestions were exposed:

- It was recommended to split the financing of supported initiatives into two parts. The first part would be given upon approval and the second part, at the end of the initiative, to be sure that it is well implemented;
- Roland proposed to evaluate it on a case by case basis. Peter advised, based on the submitted proposal, to decide for a customized financial solution (i.e. provide the money all at once or on a yearly basis and then re-evaluate the initiative).

Proposal was approved and it was agreed to evaluate each initiative case by case and grant the financing accordingly.

## Conclusion:

| Action   | Who    | Deadline  |
|--|--------|-----------|
| Update the procedure for financing EMAC new activities | Gerrit | Immediate |

| Decision   |
|--|
| It was decided to approve and finance each funding request made to EMAC on a case by case basis following the procedure. |

## [Annex 2: Procedure for financing EMAC new initiatives](#)

### 3. Issue for reporting and updating

#### 3.1. Election process

Maja congratulated Gerrit for his new position as President Elect and András for having been re-elected as Vice-President Conferences.

She then announced the newly elected National Representatives:

- Austria Petra Riefler
- Denmark Tore Kristensen
- Poland Maja Szymura-Tyc
- Romania Sabin Florin Foltean
- Russia Vera Rebiazina
- Spain Oriol Iglesias
- Switzerland Peter Mathias Fischer
- UK John Cadogan

#### 3.2. EMAC Activities for Doctoral Students and Young Researchers

Maja reported on Adamantios Diamantopoulos's and Suzanne C. Beckmann's proposal for EMAC activities for Doctoral Students and Young Researchers. They prepared a concept for permanent EMAC (yearly) research camp for junior faculty members and PhD students. Maja asked the SC members their feedback on this proposal.

First, it was exposed that this is a great initiative, especially when targeted towards junior faculty. Members thanked the initiators.

Different issues were then discussed:

- In terms of compensation to participating faculty and proposed finance model the members agreed that it would be best to follow the same model as with the doctoral colloquium (economy class tickets, accommodation for faculty members; fees for students/young faculty members...)
- In terms of target audience, there was a discussion on whether this should be targeted solely at junior faculty or at both junior faculty and doctoral students given that we already have a successful doctoral consortium and that the needs of both groups might be different;

- it was suggested to go for both junior faculty and PhDs in final stage (who may already also teach) as the groups have similar needs;
- it was suggested to more clearly define the differentiation of the proposed research camp from doctoral colloquia in the proposed document and draft a concept of the programme indicating which topics would be discussed;
- The members agreed to position the research camp once a year but not in the time of other already positioned activities of EMAC

It was agreed that Maja and Udo will contact Prof. Diamantopoulos and present the discussion topics for further development of the proposal. The new proposal will be sent to the Steering Committee and presented to the Executive Committee in Leuven.

## Conclusion

|  |                                       |   |
|--|---------------------------------------|---|
| <p><b>EMAC Activities for Doctoral Students and Young Researchers</b><br/>Contact Adamantios Diamantopoulos and update the proposal for “researchers /young faculty members and doctoral students”</p> | <p>Udo Wagner<br/>Maja M. Brenčič</p> | <p>Final report at the next Steering Committee/Presentation to the EC members</p> |
|--|---------------------------------------|---|

## [Annex 3: EMAC Activities for Doctoral Students and Young Researchers](#)

### 3.3. Report from VP Publications

Marnik reported on EMAC publications:

#### IJRM

Roland Rust has accepted to become the new editor of IJRM. The selection committee consisted of Marnik Dekimpe (chair, ex officio), Hubert Gatignon (former editor) and Stefan Stremersch (former editor). Roland, Eitan and Jacob are in contact to make the transition smoothly.

#### JMB

The journal is slowly taking up but has received only one unsolicited submission from the EMAC community despite several announcements. Klaus Wertenbroch appeals for additional help from EMAC to increase submissions from EMAC members.

At the upcoming EMAC conference in Leuven, there will be three special sessions linked to the journals:

- One with research presentations with IJRM AEs
- One organized by Klaus Wertenbroch
- One by the VP publications to underscore the global character of the EMAC research community (with presenters from Europe, the US, Asia and Africa).

## [Annex 4: Report from VP Publications.](#)

### 3.4. EMAC Membership

Peter reported on the EMAC Membership situation which is showing progress. As of February 2015, EMAC has almost 1000 members. It was pointed out that EMAC membership in Nordic countries seems fading out and what could be done about this. Peter will contact the National Representatives to understand the situation.

#### Conclusion:

| Action   | Who   | Deadline                      |
|--|-------|-------------------------------|
| Contact Northern countries' National Representatives about the membership decrease | Peter | Report at the next SC Meeting |

### 3.5. EMAC Heads of Marketing Forum: "The Best of Marketing by the Best in Marketing"

Further to the last Heads of Marketing Forum in Valencia where the role of marketing within business schools was discussed, Tor Andreassen drafted a proposal entitled "The Best of Marketing by the Best in Marketing". This initiative would consist of making short MOOCs on important topics in Marketing by the best people within EMAC. This would provide more value to the EMAC Community and give more digital visibility to EMAC. It could be a separate initiative financially supported by EMAC. Peter will contact Tor Andreassen to develop the proposal and include a financial estimation. He will report at the next Steering Committee.

#### Conclusion:

| Action   | Who                  | Deadline                      |
|--|----------------------|-------------------------------|
| Develop the proposal "The Best of Marketing by the Best in Marketing" and include a financial estimation | Peter/Tor Andreassen | Report at the next SC Meeting |

[Annex 5: "The Best of Marketing by the Best in Marketing"](#)

### 3.6. EMAC Communication

Peter is in contact with Vatroslav Skare and will report at the next Steering Committee Meeting.

### 3.7. EMAC Conferences

Andr s reported on the future EMAC Conferences. The contract for the 2016 Annual Conference organised hosted by BI Oslo is being signed and negotiations are underway with VU for the organisation of the 2018 Annual Conference. It is more problematic for the 2017 Annual Conference since there are no firm candidates. Discussions with Rome were started but have not been successful so far. Andr s appealed for the Steering Committee's help to find candidates to host the 2017 Annual Conference. Maja suggested contacting directly the Italian Association of Marketing. She also proposed to contact Crete and ask Prof. Katsikeas for support.

Regarding the Regional Conferences, Cyprus is keen on organising the 2016 Conference but there is no candidate for 2017 yet. Udo mentioned that, at the 2015 Regional Conference, there will be a special track entitled "Marketing in Russia" which would allow fostering the links.

**Conclusion:**

| Action  | Who                     | Deadline                      |
|---|-------------------------|-------------------------------|
| Intensify activities for EMAC 2016 and 2017 Regional Conferences as well as for EMAC 2017 Annual Conference | András Bauer/SC members | Report at the next SC Meeting |

**3.7.1. EMAC Specialized Conferences**

András reported then on the EMAC specialized conferences. He has started discussions with Michael Kleinaltenkamp to take over a Business-to Business Conference.

He will also work with Peter to prepare a proposal for the development of permanent SIGs in specific areas and specialized conferences as agreed at the last Steering Committee Meeting. They will report at the next Steering Committee Meeting.

**Conclusion:**

| Action   | Who                        | Deadline                      |
|--|----------------------------|-------------------------------|
| Draft a proposal for the development of permanent SIGs in specific areas and specialized conferences | András Bauer/Peter Verhoef | Report at the next SC Meeting |

**3.7.2. Ethical code of conferences**

Maja asked the SC members' opinion about the ethical code of conferences. The point 3 stating that "Submissions should not already be published in any journal or publication at the time of submission (including online journals, books and book chapters). Submitting authors should monitor this issue carefully" was discussed. The following issues were raised:

- Is a working paper considered as a publication?
- Is a MSI working paper considered as a publication?
- What happens if a paper is accepted in a journal between the submission to the conference and the conference? This would then infringe point 3 of the code.

To settle these issues, it was proposed to rephrase the point as follows:

"Competitive submissions should not already be published in any journal (including online journals, books and book chapters). Submitting authors should monitor this issue carefully."

The proposal was endorsed and it was agreed that Maja and Marnik will finalise the code of conferences.

**Conclusion:**

| Action                                   | Who                                     | Deadline  |
|--|---|-----------|
| Finalise the ethical code of conferences | Maja Makovec-Brencic/<br>Marnik Dekimpe | Immediate |

[Annex 6: Ethical code of conferences](#)

### **3.8. EMAC Financials**

Gerrit briefly reported on EMAC Financials. 2014 was a good year and 2015 is expected to be the same. Even though the financial situation is currently in good shape, it depends much on the membership situation. With this membership rate, EMAC is less sensitive to membership fluctuation and can undertake initiatives for the EMAC community.

[Annex 7: EMAC Financials 2014](#)

### **3.9. EMAC External Relations**

Roland reported on several initiatives:

- The second EMAC/ AMA joint conference is scheduled in 2016 at Wharton and 2018 at INSEAD. Dave Reibstein from Wharton has assumed primary leadership of the conference, and will also consider a journal special issue tie-in, as was done with IJRM for the 2014 conference.

The IJRM special issue, resulting from that conference, will be authored by the co-chairs of the conference and contain a full issue's worth of articles.

- The EMAC/McKinsey Dissertation competition is again underway, with Marnik Dekimpe and Roland Rust participating with members from McKinsey on the selection committee. The award will be decided at the EMAC conference in Leuven. There were 42 abstracts received, up from 36 the previous year. An initial screen reduced the list to 18, which were sent out for double blind review. Based on these reviews, the set was pared to 6 semi-finalists. These will then be read by all four members of the selection committee (including two members from McKinsey) and three finalists selected to present at the EMAC conference. The winner will be selected from those three.
- The Annual Conference of the Emerging Markets Conference Board will be held in Bangkok, Thailand in January 2016. EMAC co-sponsored the 2015 conference, and Roland recommended doing it again.
- EMAC is again slated to be a co-sponsor of the Global Marketing Conference in 2016, this time to be held in Hong Kong. The conference is organized by GAMMA, an Asian-centred confederation of marketing organizations.

The Steering Committee agreed on co-sponsoring the conference again. Marnik asked for having a presentation of EMAC journals at the conference in case they would organise a Meet-the-Editors session. Roland will make the proposal to the conference organisers.

[Annex 8: Report from VP External Relations](#)

### **3.10. Executive Committee Meeting and General Assembly**

Maja announced that the next Executive Committee Meeting is scheduled for May 26 in Leuven. The morning session will start at 10:00 with an update on the actions undertaken further to the action plan. This action plan had been drafted as a result of the discussions held at the last Executive Committee Meeting. This introduction will be followed by the working groups. Few suggestions regarding the topics were already given.

Maja asked the Steering Committee members to send her the topics in their area they would like to be discussed in the working groups. She will then prepare the Executive Committee meeting agenda and Anne-Laure will send it along with the invitation to the Executive Committee members.

| Action  | Who                  | Deadline                      |
|---|----------------------|-------------------------------|
| <ul style="list-style-type: none"> <li>• Send proposals to Maja for the topics to be addressed in the working groups at the next Executive Committee Meeting</li> </ul> | SC members           | Immediate                     |
| <ul style="list-style-type: none"> <li>• Prepare the final agenda/topics for working groups for the next Executive Committee meeting</li> </ul>                         | Maja Makovec-Brenčič | Upon received proposals by SC |
| <ul style="list-style-type: none"> <li>• Draft and send the invitation for the Executive Committee Meeting to the EMAC members</li> </ul>                               | AL                   | End of April                  |

#### 4. Miscellaneous

##### The 2016 Annual Conference of the Emerging Markets Conference Board

The Steering Committee agreed on co-sponsoring the conference again and it was decided that Udo will be EMAC's representative on the conference board.

#### 5. Date and time of next meetings

October 2015 Steering Committee - TBD  
 Tuesday May 26, 2016 10:00-16:00