



Executive Committee Meeting

Milan – 5th & 6th November 2004

MINUTES

The EMAC President, Graham Hooley, welcomed the attendees.

The Chair of the EMAC Conference 2005, Gabriele Troilo, then introduced Stefano Podestà, Marketing Department Head of the Bocconi University, who said a few words about the university that will host the EMAC conference in May 2005.

The President opened the meeting by explaining that the first half of the agenda required formal decisions whereas the second half consisted of information.

No new topics were added to the announced agenda.

AGENDA

1. Minutes of previous meeting May 2004, Murcia (*Nicole*)
2. Arrangements for EMAC Conference 2005 (*Gabriele*)
3. Issues requiring decisions:
 - 3.1 Doctoral Colloquium 2005 (*Graham, Gabriele and Nicole*)
 - 3.2 Future Conferences - Formal Approval of Reykjavik 2007 (*Veronica*)
 - 3.3 Arrangements for BIGMAC2 in Milano 2005 (*Veronica*)
 - 3.4 Establishment of EMAC Doctoral Colloquium Alumni Association (*Graham*)
 - 3.5 Membership Issues and the EMAC Financial Year (*Sönke*)
 - 3.6 EMAC Chronicle and Newspaper (*Suzanne*)
4. Issues for reporting and updating (papers to be circulated in advance)
 - 4.1 Interim Financial Report (*Sönke*)
 - 4.2 The New EMAC Statutes (*Nicole*)
 - 4.3 International Journal of Research in Marketing (*Gilles*)
 - 4.4 Teaching Portal (*Gilles*)
 - 4.5 EMAC Fellows activities (*Susan Douglas via Graham/John Saunders*)
 - 4.6 Report on EMAC/ESOMAR Symposium, October 2004 (*Veronica and Suzanne*)
 - 4.7 Development of relationships with other organisations (*Gérard*)
5. Any other business
 - 5.1 Proposal for EMAC to contribute to ELMAR
6. Date and time of next meeting

The agenda was approved.

ATTENDANCE (names of attendants in **BOLD**)

OFFICERS

President	Graham HOOLEY
Past-President	Lutz HILDEBRANDT
President-Elect	--
Vice Presidents:	
Conferences	Veronica WONG
Development	Suzanne C. BECKMANN
External Relations	Gérard HERMET
Publications	Gilles LAURENT
IJRM Editor	Hubert GATIGNON
Treasurer	Sönke ALBERS
Executive Secretary	Nicole COOPMAN

NATIONAL COORDINATORS

AUSTRALIA	Pam MORRISON
AUSTRIA	Hans MÜHLBACHER
BELGIUM	Kristof DE WULF
CANADA	Ulrike DE BRENTANI
DENMARK	Klaus GRUNERT
FINLAND	Kristian MÖLLER
FRANCE	Delphine MANCEAU
GERMANY	Sönke ALBERS
GREECE	George AVLONITIS + Nikolaos PAPA VASSILIOU
HUNGARY	Andras BAUER
IRELAND	Mary LAMBKIN
ITALY	Michele COSTABILE
NEW ZEALAND	Rod BRODIE
NORWAY	Kjell GRONHAUG
PORTUGAL	Minoo FARHANGMEHR
SLOVENIA	Maja MAKOVEC BRENCIC
SPAIN	Jose Luis MUNUERA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Ghislaine CESTRE
THE NETHERLANDS	Ed NIJSSEN
U.K.	Michael SAREN
U.S.A.	Gary LILIEN

MINUTES

1. Approval of previous meeting May 2004, Murcia

The minutes were approved.

2. Arrangements for EMAC Conference 2005

Gabriele Troilo presented first some members of his Organising Committee and invited next the Executive Committee to visit the facilities where the conference will be held.

Gabriele reported that so far he had identified 200 potential reviewers, already received 54 papers and was happy with the website. He also announced that, if the technology platform is compatible, he is willing to give it for free to the Athens organisers of the conference 2006.

Gabriele submitted to discussion some issues, which had been raised by several persons:

1) Request for deadline extension due to various personal problems (wedding, birth, etc.)

It was recommended to enforce the deadline. Some flexibility could be shown at discretion of the organiser but without any advertising.

As to the two different deadlines (November 19 & 29) announced by error respectively in the brochure and on the website, it was decided that the extension to November 29 should be given.

2) Social event

Gabriele asked whether it would be a good idea to hire "La Scala" for one evening. The event would have to be sponsored as it is very expensive. Despite the sponsorship, the delegates would most probably have to contribute with a certain amount.

The Executive Committee welcomed the idea and made no objection to the contribution to be asked to the delegates. It should however be made clear that it is an optional extra.

3) Fee discount for PhD students

Gabriele asked for the EMAC rule regarding fee discounts for PhD students. He mentioned upfront that Bocconi would be able to offer a 50% discount.

Veronica Wong reminded what was written in the conference guidelines, i.e.:

"EMAC member conference fee for students attending colloquium and staying on for the main conference. However, for these students, EMAC will pay 50% of the EMAC member conference fee, which includes a one-year EMAC membership subscription."

A long discussion followed where the subsequent concerns were expressed:

- To whom should the discount be granted: To all PhD's? To the accepted and/or rejected EMAC Doctoral Colloquium students?
- It would create a precedent of which future conference organisers should be aware of without feeling obliged to do the same.
- If the conference takes place in a less attractive location, the organiser might have financial problems and thus not be able to grant a similar discount.
- If a discount is given to all PhD students, more delegates would be needed overall to cover the costs and reach the break-even point.

Two suggestions were made:

- a) The conference organiser grants a 10% discount to all DC applicants.
- b) The conference organiser grants a 10% discount to all PhD students.

Option (b) is problematic as definitions of PhD students vary – they can include faculty, writing up students, etc. It is also very difficult to check the status of those claiming to be students.

The majority therefore opted for suggestion a).

On further discussion between Gabriele and the President it was agreed that the discount should be offered only to unsuccessful DC applicants, and that it should be conditional on them presenting their research as a poster to the conference. This is intended to offset the impact of the more restrictive DC on applicants to allow them to present and discuss their work, while ensuring that the students are genuine.

4) Special sessions

Gilles Laurent reminded that last year, while originally 3 special sessions were planned, they ended up with 5 without taking too many delegates away from the other sessions.

After having looked with Gabriele at the list of track chairs and identified quite a few good speakers, they decided commonly that the VP Publications would organise 3 sessions and the conference organiser another 2.

The President reminded that the idea is to attract well-known colleagues to the conference in addition to the normal programme with a limited additional cost.

As there will also be a one-day EMAC-ANZMAC Symposium (one-off event), the President suggested that in Milan only 3 special sessions should be organised: 2 by the VP Publications and 1 by the conference organiser.

5) Gala dinner on Friday rather than on Thursday (issue raised by Gary Lilien)

The President reminded that the objective was to try to encourage people to stay until the end of the conference. It was agreed that the dinner should be held on Friday as the closing event of the conference.

3. Issues requiring decisions

3.1. Doctoral Colloquium 2005

The President asked the Executive Committee whether they approved Luk Warlop's proposal (see ANNEX I), which has been circulated beforehand.

It was reminded that it should be made clear in the Call for Papers that the DC was organised for students who want to stay in academia.

It was agreed that the new criteria and focus for the DC is potentially useful in raising the standard of marketing in Europe particularly with a view to publishing in A and B journals. However, it has a potential downside in that many more doctoral students are being rejected and do not get help with their dissertations. As mentioned under item 2 subitem 3, it was agreed that the conference organiser could offer a 10% discount on the main conference fee to DC applicants who were unsuccessful provided they present a poster on their research at the conference as a check that they are serious.

It was suggested that the shift of vision should be evaluated at the end of the Milan DC, the second one of that kind. This could be done by the EMAC Fellows, who were in a good position to evaluate the old and new models. It was agreed, however, that the Fellows act only in an advisory capacity and that the decision on the continuing format for the DC remains within the Executive Committee.

Gabriele explained that the DC makes a loss with only 27 students at € 250,-. There is a shortfall amounting to € 2.000,- for which a sponsor needs to be found.

3.2. Future Conferences – Formal Approval of Reykjavik 2007

Veronica Wong, the VP Conferences, announced that the University of Reykjavik had now formally accepted to host the EMAC Conference 2007.

She mentioned that she had received 3 new expressions of interest:

- Copenhagen Business School
- University College Dublin
- Audentia Nantes

George Avlonitis reported briefly on the EMAC Conference 2006 that will be hosted by the University of Athens.

Due to lack of space in the university and classes taking place during that period, the conference will take place in a very good hotel.

The high hotel rate (€ 185,- per night) mentioned by George led to a discussion about conference costs and the conference fee and the need to keep them down.

Several Executive Committee members expressed concern about the price of attendance with the risk of pricing out some colleagues, especially from countries where conference budgets are particularly tight.

While some members suggested to set up a budget rule and bring down the conference fee by € 10,- each year, some other members were in favour of a more flexible solution inviting the conference organiser to implement as a maximum the ceiling fee mentioned in the Conference Guidelines. It is the responsibility of the VP Conferences to negotiate and discuss the fee with the conference organiser.

George Avlonitis volunteered to reduce the fee that he was planning to charge for the Athens Conference 2006 and Reykjavik will be set a lower ceiling for 2007.

3.3. Arrangement for BIGMAC2 in Milan 2005

Veronica Wong reported that everything was under control reminding that the deadline for the paper submission for this one-day event was fast approaching. (Graham Hooley later attended the ANZMAC conference in Wellington and further discussed BIGMAC with colleagues there).

3.4. Establishment of EMAC Doctoral Colloquium Alumni

The Executive Committee supported the request of the DC Alumni representatives to set up more formally and would welcome a proposal for a constitution as well as a list of activities.

A slot in the conference programme will be provided for the DC Alumni to meet and organise themselves.

It was agreed to invite them along with the Fellows to the reception that will be organised at the end of the DC 2005 in Milan. A budget of 500€ will be made available for this reception.

It was reminded that only EMAC members are eligible to be part of the Alumni.

3.5. Membership issues and the EMAC Financial Year

Sönke Albers reported that only a minority of academics pays the annual membership fee at the beginning of the year. The majority pays it with the conference in order to be reimbursed by their university. He also pointed out that a rather high increase of the members in the country where the conference took place could be observed, the majority of which would not renew their membership the year after.

Sönke presented his proposal for solving the conflict of being a member through membership fee or (increased) conference fee (see ANNEX II – part 1).

The President welcomed the thought that had been put into the proposals but expressed the concern that the proposals were very complex and likely to be difficult to implement. It was suggested that the problem comes from the fact that the membership and conference years are not in synchronisation. This creates problems in administration – especially when deciding on the appropriate fee for the conference for each person who books. It was agreed that it was desirable to synchronise the years from May 2006 (Athens conference). This will mean members who pay for 2005 membership will receive free continued membership up to May 2006 (including IJRM and access to members' area of the website).

Effectively getting 17 months membership for the twelve-month fee for this year only. The free membership will be used to promote membership during 2005. From then onwards members will pay at the conference for the coming 12 months. Members not attending the conference will be emailed renewal forms (and follow-up as necessary).

It was pointed out that the membership fee issue did not affect overall membership figures, which were steadily increasing (see ANNEX III).

Several other suggestions were made during the discussion, i.e.:

- grant a discount to those who register early → rejected
- have the conference fee paid to EMAC via EIASM → to be explored for the future

The proposal to synchronise membership and conference fees was agreed in principle. The Executive Committee authorised the President and the Treasurer to proceed provided the cost in terms of lost membership income and administrative changes from switching from the current system would not exceed € 20.000,-.

If the new system were put in place, there would be no need anymore for a membership card.

Sönke then presented his proposal for differentiating the membership fee with respect to whether the home institution subscribes to IJRM (see ANNEX II – part 2).

Despite members agreeing that the proposal had clear merits, it was considered unfair to ask for a higher individual fee when the university's decision to subscribe to IJRM was out of the individual members' control.

3.6. EMAC Chronicle and Newspaper

The question whether we still see a significant role for the Chronicle was raised.

The Executive Secretary, who is collecting the material, mentioned that contributions are hard to get and, since the Newspaper was created, are not enough to fill a Chronicle.

It was suggested to look for an Editor amongst the DC Alumni and to consider going back to a paper version after having asked the EMAC members for their view. The newsletters of Informs and of the French Marketing Association were cited as examples.

Nicole was asked to convey these ideas to Suzanne Beckmann, the VP Development.

4. Issues for reporting and updating

4.1. Interim Financial Report

The treasurer Sönke Albers reported on the current financial situation and on the expected situation at the end of the year 2004, based on the existing financial statements (per 15 September 2004). The organization is in healthy condition.

4.2. The New EMAC Statutes

The statutes are currently inspected by the responsible authority in Brussels.

4.3. International Journal of Research in Marketing (IJRM)

Gilles Laurent (as VP Publications) reported about the situation of the IJRM and the activities of the committee to nominate the next editor for IJRM. The past work of the current editor Hubert Gatignon was evaluated by a survey of readers of IJRM (78 colleagues reported). Overall, the management of the review process, the selection of papers and the resulting quality of the journal were positively evaluated. The committee therefore nominated Hubert Gatignon for a second term. He agreed to continue his work as the new editor!

It was also discussed to increase the issues of the journal by one article, but according to Hubert, there is no way to fill this. At the moment it would have an effect, which would lower the overall quality of the journal.

4.4. Teaching Portal

Gilles Laurent gave a report on the current state of development of the teaching portal. It was emphasized that the teaching portal could be developed as a feature of EMAC to attract also professors, who are more teaching-oriented but are neither members of EMAC nor delegates of the conference.

To make the teaching portal a successful instrument, additional work has to be done both on EMAC's side and on Manfred Krafft's side:

1. Manfred Krafft has to write a kind of business plan on how to develop the portal and what kind of work has to be done by the EMAC-Executives.
2. Based on a list of requirements the country representatives have to attract colleagues to support (with cases) and to use the teaching portal. Here the EMAC-Fellows may play a special role to provide material for the portal.
3. The problem of copyright has to be solved.

To develop the portal to a working instrument, additional funding for the teaching portal is necessary. It was agreed that a clear business plan, including estimates on costs as well as a target date for 'going live' was needed before further funds could be committed. Gilles undertook to convey the requirements to Manfred Krafft. The Steering Committee were empowered to allocate up to € 10.000,- on receipt of a satisfactory plan.

4.3. EMAC Fellows Activities

John Saunders (for S. Douglas) first reported on the activities of the EMAC fellows at the conference in Murcia (lunch with new EMAC members, reception for doctoral students). A budget of € 500,- will be provided for activities of EMAC fellows for the Milan conference. Second the proposals for the election of new Fellows and the establishment of the new category of 'Honorary Fellows' were discussed.

The proposed method for election of new Fellows, with a small committee of three Fellows, chaired by the Past President, who will solicit, evaluate and propose (to the Executive Committee) new Fellows each year, was agreed. It was envisaged that there would only be 2 to 3 new Fellows elected each year. The first decision to award Fellowship rests, however, with the Executive Committee. There was an agreement that it is necessary to have clear criteria for a proposal: e.g. contribution to EMAC, contribution to scholarship.

To take into account the life cycle processes of activities, it was also agreed to create the new category of 'Honorary' Fellows for those who in the past have made significant contributions to EMAC but are no longer current active members.

4.6. Report on EMAC/ESOMAR Symposium, October 2004

The report was provided by a draft paper of Suzanne Beckmann. The Executive Committee discussed how to intensify the relationship to ESOMAR.

It was proposed to have a session of the EMAC conference, where the best paper providing a solution for a practical problem from the research perspective is recognized. The session may be the result of a competition where the best three papers are nominated to be presented as outstanding contributions. The best paper / proposal should then be published in IJRM. The discussion about the procedure has to be continued at the next meeting.

4.7. Development of relationships with other organisations

The discussion on the relation to other (international) organisations indicated the willingness to cooperate if it makes sense (like EMAC/ANZMAC). It was agreed that the cooperation with other organisations should be based on a clear specification of the goals EMAC has and a definition of the benefits expected. With respect to the relation to national marketing organisations, a number of typical problems were mentioned. Delphine Manceau reported on the activities in the French Marketing Association. The situation of other national organisations was also debated.

5. **Any other business**

5.1. Proposal for EMAC to contribute to ELMAR

It was agreed that EMAC should contribute to ELMAR through providing a representative on the Board and actively promote ELMAR benefits among EMAC members. Maja Makovec Brencic agreed to contact ELMAR to discuss arrangements, and has subsequently agreed to be the EMAC representative on the Board.

5.2. Membership Issues (added)

An intensive discussion arose on the membership situation in Scandinavia (loss of a significant amount of members). It resulted in the decision that for the implementation of future strategies an analysis of the membership situation has to be made by the VP Development.

6. Date and time of next meeting

The next EMAC Executive Committee meeting will take place at the Milan conference on Tuesday, 24th May 2005, from 14.00 to 17.00hrs.

As no further points were raised, the meeting was adjourned.
