Steering Committee Meeting

Brussels – 10th March 2006

MINUTES

Present: **Graham Hooley, Gary Lilien, Udo Wagner, Veronica Wong, Nina Payen**

Apologies: **Jan-Benedict Steenkamp, Sönke Albers, Jozsef Beracs**

The President, Graham Hooley, welcomed the members and opened the meeting.

Agenda

1. Approval of the minutes of the Steering Committee meeting February 2005 – Brussels
2. Membership issues – Graham Hooley
3. Elections 2006 – Graham Hooley
4. Conference rationalisation - Veronica Wong
5. Update on call for nominations for IJRM Editor - J.B. Steenkamp
6. Teaching Portal – J.B. Steenkamp
7. Links with other Associations – Gary Lilien
8. Miscellaneous
9. Date and time of next meeting

The agenda was approved.

ACTION ITEMS	WHO	WHEN
Check Conference fee for 2007 & 2008	Veronica Wong	May Executive Committee
Recommendation on a system of bursaries for PhD students at EMAC conference	Veronica Wong	Report at the next Executive Committee meeting
To procure gifts for DC faculty members and some special guest faculty (to liaise with Paulina Papastathopoulos)	Veronica Wong	March 2006
Update the conference guidelines to include contingency for meeting larger/smaller size at conference and to inform the Reykjavik team about it	Veronica Wong	April 2006
Inform the Reykjavik team on the joint KAMS-EMAC Session at the 2007 Annual conference	Veronica Wong	ASAP
Proposal to EIASM Scientific Committee for EMAC representative as an ex-officio member on the Scientific Committee	Graham Hooley	ASAP
Contact Manfred Kraft about improving the usability of the site	Graham Hooley	March 2006
Manfred Kraft to update on the Teaching Portal	Manfred Kraft	Report at the Executive Committee meeting in Athens
Check when the 10000€ paid for the teaching portal ends	Nina Payen	May 2006

Remove the section of job announcements from the Newspage.	Nina Payen	April/ May 2006
Proposal with cost indication on web based solution for future steering committee meetings	Nina Payen	May 2006

To a question of Gary Lilien about the difference between Executive Committee meeting and the Steering Committee meeting Graham Hooley opened the meeting giving a brief comment on the committees,
The Executive Committee - organized 2 times a year (an interim meeting in October and the executive meeting at the Conference in May). Meeting of all elected members to determine policy for EMAC
The Steering Committee meeting: one per year (usually in February/March). The Steering committee is a subset of the Executive meeting (President, Vice-Presidents, Treasurer, Editor IJRM) and acts more like a working group to implement policy and/or recommend changes to the full Executive.

1. Approval of the minutes of the Steering Committee meeting February 2005 - Brussels

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

Financial report 2005

The President was happy to report that financial situation of EMAC is healthy. (See annex 1)

He mentioned that at the Association's meeting organized by EIASM on the 3rd March 2006, the President of EURAM pointed out the very favourable financial situation of EURAM mainly due to successful negotiations with the publisher. Graham Hooley pointed out that it might be interesting in the future to talk to other associations and learn from their experience, sharing good practice.

Followed then a discussion on how to further invest the money for the benefit of members. The President suggested more could be invested in supporting the next generation of academics, in particular in supporting the doctoral students.
Gary Lilien referred to the 2 main sources of income for EMAC, the Journal - which should go up and the Conference fee. He discussed the possibility of implementing a differential fee.
The idea was extensively debated. The main issue appears to be the differential burden on individual budgets. While the fee is not likely to be an issue to professors, it could be a problem for students and young academics. The possibility would be to subsidise, where relevant, young academics (students), academics in their early career and other individuals for example retired academics. Gary mentioned the example of INFORMS who have a special conference rate for retired individuals.

Graham Hooley mentioned that EMAC already subsidies the conference by the special rate (50% reduction) for the Doctoral Colloquium students who attend the conference.
Veronica pointed out that local organizers are reluctant to lower the conference fee because of the high costs involved in the organization of the conference – mainly due to the high cost of the website development. She informed the other members on the Conference rationalization meeting organized by EIASM in November that she attended. (see point 4). The main focus of that meeting was identifying the efficiencies in rationalization of conference and consequently it might bring the cost of conference down.

The President expressed his concern about different prices He was of opinion that implementing a bursary system might be a better option. Young PhDs could apply for

bursaries with a letter of support. EMAC would then need to allocate an amount of money for this purpose. Gary suggested that EMAC should set the criteria for students applying for the bursary, either for example a certificate or letter of recommendation from the PhD advisor or else establish a first come first serve basis.
He also pointed out that EMAC does not seem to have a demand problem. It seems that the higher the fee, the higher the demand. The issue is more of a people movement problem; it's more managing the demand. Tracks chairs have to reject about 50% of submissions.
Graham Hooley talked about the psychological barrier to price - around 500 Euros.
He referred to a concern raised by Sönke Albers about EMAC conference being overpriced. He also reminded that in 2007 EMAC will not have the 6000€ contribution that the local organizer pays to EMAC, this because of the fee reduction.
Gary Lilien added that if the price is felt as too high, then the question is whether the value of the conference matches the price of the conference. He expressed his concern about cross subsidization at the conference. The question is: should the conference be breakeven before subsidization? He made a quick comparison of the price with other marketing conferences. The costs of EMAC fee covers catering which is not the case for other marketing conferences for example for the Marketing Science Conference. The Practice Meeting of INFORMS (900€) compares well with the EMAC conference.

Graham Hooley proposed that Vernonica Wong as V.P. Conferences makes a recommendation on bursaries for doctoral students to encourage/facilitate their attendance at the conference and report on it at the next Executive Committee meeting. Veronica Wong will check with Sönke Albers to see how much can EMAC afford for the bursaries. The V.P. Conferences would work with EMAC secretariat at EIASM on the operational aspects.

EMAC/ESOMAR Joint session at EMAC Conference

Veronica raised the issue on the special session EMAC/ESOMAR at the conference. ESOMAR asked the conference fee to be waived for the 'special' faculty members. The president noted that all person who participate in the conference pay the fee and by waiving the fee for the ESOMAR faculty, it will be setting a precedent. The decision was taken not to offer free conference attendance to ESOMAR presenters.
Note: Subsequent to this decision being relayed to ESOMAR they have withdrawn from the planned special session

2. Membership issues

Nothing special was reported on the membership situation. The situation looks good so far. It is growing steadily. (See Annex 2)

3. Elections 2006

The 2006 Election has been launched.

The following positions were vacant:

- Vice-President Conference (currently Veronica Wong who can be re-elected
- National Coordinator Denmark (currently Klaus Grunert who can be re-elected)
- National Coordinator Spain (currently J.L. Munuera who **cannot** be re-elected)
- National Coordinator The Netherlands (currently E. Nijssen who can be re-elected)
- National Coordinator U.K. (currently Mike Saren who can be re-elected)
- National Coordinator Israel (currently none)

4. Conference Rationalisation & Associations Meeting

Veronica reported on the Conference Rationalisation meeting organized by EIASM in November 2005 . The purpose of the meeting was to share conference organization experience, problems and issues and discuss the possibilities for the EIASM to help the Associations rationalize the management of their annual conferences. (See report attached – Annex 3).
Membership fee was discussed at the meeting and a suggestion was made to have an 'umbrella' membership fee (different for each associations) and a reduced membership fee for individuals applying for membership in the other associations managed by EIASM. The issues discussed were both strategic and operational

Graham Hooley reported then on the Association's meeting of Presidents organsied on the 3rd March by EIASM. EIASM has developed a software for conference registration (EIBA is currently using it for their annual conference).
This registration software has the advantage of

- coordinating membership more efficiently
- transfering funds (membership fees) more easily

while still giving the local organiser to customer the website. EIASM demonstrated the software (see annex 4). EIASM will send a formal proposal with cost to the Associations
He also mentioned the high cost involved in website site development. EMAC has already set up a working group to work on the development of proprietory software for EMAC Conferences. It is necessary to know what the working group has come up with (what software/ cost/ timeframe for development) and compare with EIASM's offer.
EMAC needs consistency and efficiency.

ONLINE JOBMARKET
Graham also reported on the online Job Market which was discussed and demonstrated at the Associations' meeting. This online interactive Job Market is pioneered by EIASM and can be shared across the different associations that EIASM manages. The Job market is a good tool to facilitate networking.

Gary raised the question as to the EMAC value proposition. The President reminded colleagues that the EMAC value proposition (or mission) is to develop academics through the Doctoral Colloquium, the annual Conference, and the various services to members. In short, to enhance research and develop networking opportunities.

The President also raised the question of the involvement of Associations on the EIASM Scientific Committee. He was of the opinion that each association should nominate a representative for the Scientific Committee. For EMAC the best person would be the V.P. Publications who can be an ex-officio member of the EIASM Scientific Committee. It was decided that the president would write to EIAM Scientific Committee to propose an EMAC representative.
He also mentioned that it might be worth setting up other cross-association groups – representing similar functions – e.g. V.P. Conferences, Treasurers.. – to discuss and share knowledge and experiences.

COPYRIGHT
On the question on copyright, Veronica Wong proposed that EMAC should hold copyright of all abstracts accepted for the Conference. When somebody submits a paper, he or she gives the copyright to EMAC (and not to the local institution). The Author however retains rights to unlimited use of the material, including re-publishing in whatever format.
She also asked whether EMAC needs an ISBN/ISSN number for the conference proceedings and is there a danger that people will not submit because they will give copyright of their material to EMAC; This was not a real issue as papers submitted are only 5 page abstract.

Rather than EMAC inventing a rule, Veronica proposed to see with EAISM for a legal copyright statement that can be used across the different Associations. Nina Payen will pass on the information to Nicole Coopman at EIASM.

EMAC CONFERENCE IN ATHENS
Veronica briefly reported on the conference. She was in touch with Athens and everything is running smoothly. The issue is on the number of papers accepted..

The capacity for the conference is Athens is 700-800 people.

Udo Wagner raised the question on how to handle 'no shows' (those who have papers accepted but do not attend the conference, but denying others the opportunity through taking up a presentation slot). It seems that this is not considered to be a significant issue at EMAC.

Veronica also mentioned the issue about the joint symposium EMAC/ESOMAR on the waiving of fee for the ESOMAR faculty members.
(see point on **EMAC/ESOMAR Joint session at EMAC Conference above)**

Another issue raised was about censorship. Veronica mentioned the case of a person whose paper was rejected because of the topic. EMAC does not have a censorship policy. However the President proposed to check the comment in the Reviewing form. Track chairs' decision in this matter should be definitive
Gary mentioned that INFORMS has a censorship policy.

Gary expressed his concern about capacity at EMAC conferences. Graham Hooley explained that membership dictates the size of the conference as the conference is a major benefit for members and we wish to encourage/facilitate as many to attend as possible (within the necessary constraints for quality of papers presented). He added that organisers should ensure flexibility on size for future conferences, and identify how to manage if there are 100-200 people above/below the forecasted number. Veronica explained that EMAC recommends 600- 800 as forecasted number for future organizers. She will update the conference guidelines to include contingency for meeting larger/smaller size. In their proposal future organisers should indicate how they would manage and build flexibility. She would inform the Reykjavik team about it.

5. Update on Call for Nomination for IJRM Editor

Hubert Gatignon terms as IJRM editor ends at the end of this calendar year. Jan Benedict Steenkamp has solicited input for the IJRM editor search.
Here below the update from J.B Steenkamp:
' We solicited input from Hubert, the EMAC membership, the IJRM editorial board and the consulting editors. After studying all the materials, Marnik, Gilles, and I had a teleconference to discuss possible candidates. We have come up with a shortlist, which I subsequently discussed in detail with Hubert. I cannot tell when we will have more definite results, but we are working hard to keep on track.'

6. Update on Teaching Portal

Update on Report of Teaching Portal from Jan Benedict Steenkamp (see Annex 5)
following the discussion on the subject, the following points was raised

- Need for a more global name for the portal as it is a wider resource for members. Following suggestions were made:
    - Member Resources Area
    - Learning and Teaching Resource Portal
- Sponsors to fund the teaching portal – for example Business School/other Associations like EMC, ESOMAR, Publishers.
- Work out an action plan with Manfred Kraft on the following:
    - What level of funding does Manfred Kraft need? Manfred to give estimation for a long-term plan.

    - At the Executive Committee meeting in Milan – May 2005- Manfred Kraft was to follow up sponsorship opportunities with publishers. At what stage is he in this?
- V.P. Publications should be involved. V.P. Publications & Graham Hooley should work with Manfred Kraft on sponsorship with publishers.
- Give more visibility to the Teaching Portal
- The usability of the teaching Portal needs to be improved further in regards to
    - Function such as search function, back function
    - Count of user to monitor traffic
    - More efficient use of the forum
    - Links to conference proceedings
    - New name for the portal

Manfred Kraft to update on the teaching Portal at the Executive Committee meeting in Athens.

Several questions were raised:

- What would publishers get from sponsoring the Portal?
- Does EMAC want to co-design with Elsevier for example?
- How to handle the 'copyright' issue on the Portal? Manfred Kraft needs to know what EMAC decides on this issue.
- **Recommendation to Executive Committee** – that individuals retain copyright of any material they deposit in the portal. They, in effect, grant EMAC permission to mount the material on the web
- Who is the audience of the Teaching Portal? Instructors and/or students? What is the level of security for the teaching notes?

6. Links with Other Associations

Gary Lilien reported on the external relations with other associations.

- **Marketing Association Europe** sent a request for cooperation in the set-up of a new pan-European association: Marketing Association Europe is an initiation of the MAEUR, the RSM Marketing Association. Gary Lilien has involved Prof Wierenga, who would work with them to craft a more specific proposal that clarifies their request.

- **KAMS** Korean Association of Marketing
  The relationship with KAMS is more of a reactive nature as compared to EMAC's relationship with ANZMAC which is more proactive.

  It was agreed to organise a joint KAMS-EMAC Session at the 2007 Annual conference in Reykjavik. It would be a ½ day session. The Reykjavik team needs to be informed about it. It will be a one-off session which will not be repeated in Dublin.

  KAMS has invited Jozsef Beracs to their Conference 'Meeting International Marketing Organizations' of '2006 AMS/KAMS CPM Conference' which will be held at Seoul on July 12-15, 2006. The question was raised about whether to accept the invitation. It was agreed to decline the invitation. EMAC should not be 'bound' by 'generosity' of KAMS, otherwise EMAC would need to reciprocate, inviting them free of charge to EMAC conference.

  It should be made clear to KAMS that EMAC does not usually build links outside E.U, with National Academies. EAMC sees the link

- EMC
  Following on the meeting with EMC in Brussels last October, EMAC identified a series of areas where we would cooperate. EMC is now launching their Euromarketers Project and has launched a test site prior to the official public launch. Before announcing the project to EMAC members,

Gary Lilien will test the site with members of the Steering committee and ask for feedback. He will report on it at the next Executive Committee meeting

- CROMAR- Croatian Marketing Association.
  Gary Lilien has responded to a request from CROMAR requesting that their members have access to EMAC website. The public area is accessible to all and would bring in the traffic.
  Benefits of being members at EAMC should be more visible and clearer on the website.

- Connection with RTMA – Roots to Market Association.
  The question was raised as to whether RTMA is a Pan-European association. Gary Lilien will talk to the President, Richard Gibbs

- Developing Link and Strategy to build membership
  Veronica Wong mentioned that EMAC membership does not reflect that we have a strategy to build membership. She added that EMAC needs to identify its primary and secondary targets, develop a 'hit' list, identify the regions /countries of the world where academic research is developing and expending in the area of marketing. EMAC should then start a priority list starting from our current member list.
  EMAC should consider going to the Accession countries for future conferences (Moscow , Slovenia)

7. Miscellaneous

- Newspage Survey
  Udo Wagner reported on the Newspage survey conducted in January – February 2006. The survey was very helpful. The main outcome was that the most appreciated sections in the Newspage are Events and Calls for papers, Publications, Job announcements. Due to many requests for job announcement (which for deadline reasons cannot wait until the next Newspage issue), it has been decided to remove the section of job announcements from the Newspage and insert in main menu of the EMAC page. This section can then be updated on a continuous basis. Nina Payen will implement and ensure this page is kept up to date.

  The President added that running focus group on the subject at the conference might be more helpful to gather feedback. The focus group would however need to be more targeted, for example what new members would look for in the Newspage.

  It was proposed that Udo Wagner will run a series of focus groups during lunch break at the Athens Conference. Another opportunity is to run a focus group at the Fellows reception at the end of the Doctoral Colloquium.

- Gifts at the Conference
  It was decided at the interim Executive Committee meeting last October that EMAC would give gifts to faculty participating in the Doctoral Colloquium as recognition for their contribution. EMAC will extend the gifts to some conference guest speakers at special sessions.

- It was decided to buy approximately 30 gifts for an amount o 15-25€ each (total amount approximately 450€ with a maximum of 1000€).
  Suggestions were paperweights, books. Veronica Wong will ask the Athens team (Paulina Papastathopoulos) to buy the books.
  - Gifts for DC faculty – Graham Hooley will give the gifts on Tuesday 23rd May at the end of the Doctoral Colloquium.
  - Gifts for guest faculty on 'special session' – Will be presented by J.B Steenkamp at the end of these sessions.

8. Date and time of next meeting

Gary Lilien expressed his view on the running and format of the Steering Committee meeting. He explained that it might be more efficient to find another way to run more efficiently the meeting. As the Steering Committee meeting is more of a working group – a sub group of the Executive meeting, the meeting can run on an 'adhoc' basis when there is a need for members to discuss about specific issues.
It was decided to explore the opportunities for 'electronic' meetings.
Nina Payen will work out with Julie (Gary Lien's assistant) on finding the best solution to organise such meeting (via web based solution). Nina Payen will propose some cost indication.
It was also mentioned that if a face to face meeting is necessary, it can be scheduled before or after the Executive Committee meeting.

Hence no date was set for the next meeting. However it was agreed to organise an 'electronic' meeting between May and October.

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

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Annexes:

- **Annex 1: EMAC Accounts**
- **Annex 2: Membership Situation**
- **Annex 3: Report of Rationalisation of Conference**
- **Annex 4: EIASM online paper Submission Application**
- **Annex 5 Update on Teaching Portal**