



Executive Committee Meeting

Brussels – 27th October 2006

MINUTES

The EMAC President, József Berács, welcomed the attendees and opened the meeting.

Apologies: Claudia Acevedo, Delphine Manceau, Mary Lambkin, Akihiro Inoue, Ghislaine Cesttre, Gerard Tellis, Pam Morrison, Elko Kleinschmidt, Suzanne Beckmann, Renana Peres, Rob Lawson, Mino Farhangmehr, Magnus Soderlund, Michael Saren, Jan-Benedict Steenkamp, Hubert Gatignon and the new IJRM Editors Stefan Stremersch and Don Lehmann

AGENDA

1. Minutes of previous meeting May 2006, Athens and Action Points
2. Issues requiring decisions:
 - 2.1. Membership Situation (*József Berács, Udo Wagner and National Representatives*)
 - 2.2 Arrangements for EMAC Conference and Doctoral Colloquium 2007 in Reykjavik (*Halldor Engilbertsson*)
 - 2.3 Arrangements for EMAC 2008 in Brighton (*Gabriele Troilo and Keith John Perks*)
 - 2.4 External Relations (*Gary Lilien – József Berács*)
3. Issues for reporting and updating
 - 3.1. Support for doctoral students – PhD Bursaries (*Gabriele Troilo*)
 - 3.2. Interim Financial Report (*Sonke Albers*)
 - 3.3. Election 2007 (*József Berács*)
 - 3.4. Future Conferences: Arrangements for EMAC Conference and Doctoral Colloquium 2009 in Audencia Nantes (*Gabriele Troilo, Jean Louis Nicolas from Audencia Nantes School of Management*)
 - 3.5. EMAC Fellows activities
 - 3.6. Teaching Portal (*Manfred Kraft*)
 - 3.7. International Journal of Research in Marketing (*Gilles Laurent & Marnik Dekimpe*)
 - 3.8. Management of EMAC (*József Berács*)
4. Any other business
5. Date and time of next meetings
 - Reykjavik, May 22, 2007 14.00 – 17.00
 - Brussels, October 26, 2007 10:00 – 16:30

The President opened the meeting

He welcomed the delegation from Reykjavik - Halldor O. ENGILBERTSSON, Fridrik Larson, the delegation from Brighton, Keith Perks and Aidan Perry. He informed the members that Jean Louis Nicolas from Audencia Nantes and Gilles Laurent and Marnik Dekimpe for IJRM will be joining the meeting in the afternoon

EMAC EXECUTIVE COMMITTEE MEETING – 27 October 2006 (**Attendees in bold**)

President	József Berács
Past-President	Graham HOOLEY
President-Elect	
Vice Presidents:	
Conferences	Gabriele TROILO
Development	Udo WAGNER
External Relations	Gary LILIEN
Publications	Jan-Benedict STEENKAMP
IJRM Editor	Hubert GATIGNON
Treasurer	Sönke ALBERS
Executive Secretary	Nina Payen

NATIONAL COORDINATORS

AUSTRALIA	Pam MORRISON
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Kristof DE WULF
BRAZIL	Claudia ACEVEDO
CANADA	Elko KLEINSCHMIDT
DENMARK	Suzanne BECKMANN
FINLAND	Mai ANTILA
FRANCE	Delphine MANCEAU
GERMANY	Manfred KRAFFT
GREECE	George AVLONITIS
HUNGARY	Andras BAUER
IRELAND	Mary LAMBKIN
ISRAEL	Renana PERES
ITALY	Gabriele TROILO
JAPAN	Akihiro INOUE
NEW ZEALAND	Rob LAWSON
NORWAY	Kjell GRONHAUG
PORTUGAL	Mino FARHANGMEHR
SLOVENIA	Maja MAKOVEC BRENCIC
SPAIN	Laura LUCIA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Ghislaine CESTRE
THE NETHERLANDS	Ed NIJSSEN
U.K.	Michael SAREN
U.S.A.	Gerard TELLIS

GUESTS

Conference 2007 – Org Comm	Halldor O. ENGILBERTSSON Fridik Larson
Conference 2008 – Org Comm	Keith PERKS Aidan BERRY
Conference 2009 - Audencia	Jean Louis Nicolas
IJRM	Gilles Laurent Marnik Dekimpe

Action Points from Meeting

ACTION ITEMS	WHO	WHEN
Provide the names of loyal members (3 consecutive years 2005-2007) to National Representatives for them to contact these members	Nina	November 2006
Every 3 rd year at the term of their office every National representative should write a report on the membership situation of their country, the different activities done	National Representatives	At the end of their term of office
Establish a working group to work on membership.	UDO Wagner (chair) George Avlonitis Maja Brencic Makovec Graham Hooley	Report at next Executive meeting
EMC – To pursue with EMC the idea of EMC resource center Nina Payen to contact Enric Masso	Gary Lilien/Nina Payen	Report at next Executive meeting
ESOMAR - EMAC needs a dedicated EMAC member to act as a champion with ESOMAR. Luk Warlop to be contacted.	Gary Lilien	Report at next Executive meeting
Practice Prize DVDs: Gary will place a bulk order, which would be shipped to Nina Payen at EIASM. Nina Payen should send out the DVDs to EMAC Loyal members in December	Gary Lilien/ Nina Payen	Report at next Executive meeting
EMAC Bursaries - EMAC bursaries would be granted to the 10 best papers submitted. The Reykjavik team would need to be informed about this urgently. Gabriel Troilo will specify the criteria and communicate to the Reykjavik team.	Gabriele Troilo	Immediate
Bursaries – Funding project	Gabriele Troilo	Report at next Executive Committee meeting
Job Market– To pilot the Job market at the at EMAC 2007	Gabriele Troilo	To report at the next Executive Committee meeting
Teaching Portal - proposal to create a small committee to think about a business model.	Manfred Krafft Jan Benedict Steenkamp	To report at the next Executive Committee meeting
Proposal for redesigning the EMAC homepage.	Udo Wagner	To report at the next Steering Committee meeting
Designing the new ‘Chronicle’ (Annual Report)	József Berács	To report at the next Steering Committee meeting

MINUTES

The President, József Berács, informed the members that an Ad-hoc Steering Committee meeting took place on the 26th October to discuss some specific issues, which he will report during this meeting.

1. Approval of Executive Committee meeting – May 25, 2006, Athens

- 1.1.** Rectification of Point 3.3 on the ‘Conference Organiser Contract’ by George Avlonitis. In his intervention on this point at the Athens meeting George was referring to the fact that as EMAC conference organizer (and NOT that we are in the business of conference organization), some risks need to be taken – hence clarifying any misinterpretation
- 1.2.** The Action Points from the meeting was briefly discussed and the different points will be reported to the members as indicated in the agenda, except for the Fellows Activities.

The Minutes were approved.
(*Minutes of meeting in ANNEX I*)

2. Issues requiring decisions

2.1 Membership Situation

The President, József Berács, reminded the members that due to the change in the membership payment structure this year, EMAC is in a transition year. Communication is an important factor in such a transition period. In spite of all the different communication activities, the membership for 2006 dropped to 356 members. Issue around Executive Committee members not paying their membership fee was raised at this point. To be a member of the Executive Committee, all members should be in order of membership payment.

He added that nevertheless we are in good shape for the future with approximately already 700 members for 2007.

He made an analysis of conference attendance and membership situation; he came to the conclusion that in most of the other main marketing associations, there is a multiplier effect between conference attendance and membership. At EMAC, this multiplier effect is a 1 to 1 ratio, that is if there are 700 delegates at the conference, there are 700 members. This shows that EMAC is not doing too well regarding membership. To date we have only 99 delegates who are members for 3 consecutive years 2005-2007.

As part of the action to boost membership, Jozsef has asked the National Representatives to write a report on the membership situation in their respective countries. Reports were received. (*see ANNEX II*). The different members who have sent in a report briefly reported on the membership situation of their countries.

Adamantios DIAMANTOPOULOS, National Representative from Austria reported that several marketing academics in Austria are not members of EMAC. He has already written to several marketing departments in Austrian Universities asking them to publicize EMAC and the conference to all members of their staff.

He talked about opportunity membership. Several individuals would let their membership lapse when their papers at the EMAC conference are rejected. Individuals become members of EMAC as a result of registering for the conference. At that stage of the discussion, Gary Lilien asked what are the member benefits to join EMAC. If IJRM is the only main benefit, it is too little.

Ed Nijssen added that the best hook for membership is the conference. And Graham Hooley insisted on the fact the EMAC needs better customer benefits, the major benefit being the conference itself. George Avlonitis asked why EMAC limits membership to academics only to which Graham replied that EMAC is open to all but the main aim is for academics.

Followed a discussion as to what extent EMAC should concentrate on academics and to practitioners

Adamantios pointed out 2 issues:

- Not all academics in Austria are members of other organizations
- The high rejection rate at the conference impacting conference attendance and consequently membership

Andras Bauer then raised the question on market penetration. One possibility is to diversify the conference. He followed on the issue of high rejection rate – 50% of papers are rejected at the conference.

Andras also pointed that it might be more relevant to compare 2005 membership with 2007 and not with 2006, which is a transition year.

Maja Brencic-Makovec from Slovenia reported on the Slovenian market, which is small community of academics. Definitely in this market there is a problem of critical mass. However there is a potential as there are about 35 academics actively involved in academic research. The reasons for the low membership are the high conference fee and the difficulty to get a paper accepted at the conference and at the doctoral colloquium. She mentioned that in the case of doctoral tutorial students, if they have a positive experience with EMAC, they will stay members of EMAC; but if the experience is negative (their papers rejected at the colloquium) then they will not continue with EMAC. The other issue is that students rejected at the EMAC Doctoral colloquium are accepted on other marketing conference with the same paper.

Graham added that the number of students on the doctoral colloquium has been increased this year – from 26 to 39.

Laura Lucia, Spanish National Representative reported on the Spanish membership situation. 40 out of the 70 universities are not at all involved in EMAC. Laura also mentioned the high rejection rate is an issue. She suggested two ideas to increase membership, first to foster member loyalty and retain membership and secondly to attract academic researchers of each university which is not currently an EMAC member. (see her report attached)

Followed then a discussion on who pays the membership. It appears that in most cases the university pays for the membership. If membership is at departmental level, then why is EMAC focusing on individuals. Graham mentioned that ANZMAC has a corporate membership. Corporate membership might be a different route to increase EMAC membership. However the benefits should be different.

Adamantios indicated that in Austria there are 12 chairs who are the decision makers. It is clear that EMAC should think about the membership through marketing department at universities

Sonke Albers explained the different types of EMAC members

- loyal members – interested in EMAC
- members who were members in 2005 and 2007, but not in 2006
It is here probably a renewal problem due to the transition phase.
- the 1-time member. This is the fluctuation membership, which is hard to get as constant members. Analysis of EMAC membership shows this segment to be around 500-600 fluctuating members

Halldor Engilberttson from Reykjavik University mentioned that in Scandinavia EMAC is known to the larger institutions, but there are a lot of small institutions where there is little awareness of EMAC.

Gabriele Troilo brought in the idea of network in EMAC. If EMAC is a network, then it should do something apart from the conference. Even though the conference will continue to be the main activity, EMAC should do other academic events, for example special interest workshops.

The discussion on membership brought up the following points:

- Membership linked to conference registration
The general feeling is that EMAC membership is too tied to conference registration.
Kristof deWulf stressed the point that EMAC is perceived as being a conference.
- New routes for membership
 - Focus at department level in universities as the department of the Universities are the decision makers and pay for the membership. EMAC should aim at convincing these heads of departments.
 - Bring another segment of the market: the professionals
- Diversification of EMAC activities
The different ideas brought up during the discussions:
 - Small working groups
 - Regional conferences
 - faculty symposium
 - Specific events with practitionersThe idea of diversifying EMAC activities was positively received. Graham Hooley mentioned the possibility of organizing more focused mini conferences. In that same line of thought George Avlonitis explained that the Greek Marketing Academy will organise a symposium with the marketing professionals next April. Adamantios Diamantopoulos raised the issue of the potential danger of cannibalism of the main conference. Individuals might select between the regional events (cost wise more attractive) instead of the main conference.
- Follow up on membership from National Representatives
József Berács mentioned that National Representatives should follow up more closely on the membership situation of their respective countries, look at the loyal members. He added as an action point for the National Representatives that every third year, at the end of their term of office, the National Representative should send a report about the membership situation of their country, the activities that they have carried – information will be passed on the next National Representative.

The President concluded this long discussion on the idea that approximately 500 members are missing in 2006. It is clear that if financial side of membership is not an issue, then EMAC should encourage and convince potential individuals to become an EMAC member. To a question about whether to offer a discount to members for renewal for 2006, it was unanimously agreed not to do so.

In conclusion to this discussions Graham Hooley stated that EMAC should rethink the benefits package

The suggestion is to establish a working group, which will consist of Udo Wagner, V.P. Development, George Avlonitis, Maja Brencic-Makovec, Graham Hooley.

The suggestion was approved.

(ANNEX II: membership reports)

(ANNEX III: Membership Status)

2.2 Arrangements for EMAC Conference and Doctoral Colloquium 2007 in Reykjavik

Halldor Engilbertsson, Chair of the 2007 EMAC Conference was pleased to report that the preparations for the conference are all progressing according to schedule. The website is being updated periodically with information on the Doctoral Colloquium the joint KAMS-EMAC symposium, paper submission guidelines.

The online paper submission is working smoothly. It has taken some time to customize the system to the needs of EMAC, but the system is now operational. The online registration system will be operational in the coming weeks.

The conference is being promoted widely in the U.S., at ANZMAC and across Europe.

On the reviewer's side, the Reykjavik team has 500 names, 250 have already signed up.

Halldor stressed the importance of having enough reviewers.

To the question of Gary Lilien on what would be the major issue he has encountered so far, Halldor replied that the reviewing process is the main one. He is currently working with Gabriele on this.

For the conference dinner, capacity might be a problem as the current venue can accommodate 400 people. George Avlonitis mentioned that approximately 650 people attended the dinner in Athens. Halldor reassured the members that he has an alternative venue, which can accommodate more people.

(More details in ANNEX IV)

2.3 Arrangements for EMAC 2008 in Brighton

Keith Perks presented the 2008 EMAC Conference, which will be hosted by the University of Brighton on 27-30 May 2008

(See ANNEX V)

Conference venue:

The main conference venue will be the Brighton Centre located on Brighton's famous promenade The **Brighton Centre** has been selected as it offers excellent facilities, which have been used to host major political conferences, international conferences and exhibitions.

The Brighton Centre is fully air conditioned in syndicate/meeting rooms, and has audio-visual, Internet, ISDN, PA systems, stages, video conferencing and Wi-fi facilities.

The Brighton Centre is easily accessible - an approximate 15 minute walk away from the railway station which has a regular train service to Gatwick, central London and connections to Heathrow

Accommodation

Hotel rooms have been reserved at different hotels in close proximity. Price for hotel ranges from guesthouse to 5 star hotels.

Social Events

The following social events will be organised:

Social Event – The Brighton Pier - one of Britain's most popular tourist attractions
Conference Dinner - The Corn Exchange - Part of the Dome Complex, the Corn Exchange was originally the Prince Regent's riding house

Internet Site

The development of Conference website was discussed.

At this point, Gabriele Troilo brought up the issue of the website development. The idea of building a standard EMAC website has already been discussed in the last EAMC Executive meeting. Gabriele had a meeting at EIASM to discuss the EIASM proposal to administer the conference website for EMAC. He explained the importance of the website – which is a critical tool for the success of the conference; The EIASM offer provides the following benefits – firstly to ensure a standard service offered to delegates and a standard image of EMAC and secondly it will save time and money for the conference organizers and help not 're-inventing the wheel' for each conference.

The offer made by EIASM is reasonable one. A comparison was done with the current market price and the one proposed by EIASM is a reasonable one.

The decision was taken to accept EIASM proposal and to sign the contract with them. Gabriele will update the Brighton team on this.

2.4 External Relations

Gary Lilien reported on EMAC external relations' activities

1. EMC (European Marketing Confederation)

EMAC Administration extended an invitation to EMAC Membership to participate in EMC and to provide feedback to Gary Lilien and Nina Payen. The outcome was a low interest in active participation. However, Enric Masso from EMC visited EIASM recently. The purpose of his visit was to present another EMC project.

EMC is working on creating a 'resource center - which is a library or a portal to provide content to its members. The main features would be a source of information, general news about marketing in Europe, access to specific content (articles, case studies) It would be accessible to the public, but with some items for members only.

The reason why the approached EMAC is that they would like to link the EMAC 'Teaching Portal' to their resource center and in the long-term have EMAC members to contribute to the resource center by providing content (ex. links to articles). He would like to have the EMAC Executive Committee members' feedback on this project.

Enric Masso also reported briefly on the EuroMarketers project. He stressed the fact that the main focus of the Euromarketers project is the idea of Community- The Euromarketers site is meant to be 'populated' by the people and for the people. As such it is for the members to use it to enhance discussion; the site can also be considered as a 'directory of people'.

This idea of the EMC resource center was discussed with the following feedback:

- George Avlonitis explained that this might be a good opportunity to come closer to the practitioners. Academic work can be diffused in the business community.

- Gary Lilien added that we have currently a web-based initiative (The teaching Portal). The resource center might be an alternative channel of distribution. – to publicize EMAC members’ publications.
It was generally agreed that this proposal is worth pursuing. Gary Lilien and Nina Payen will respond to Enric Masso of EMC

ESOMAR

Gary Lilien then reported on ESOMAR. The joint session that was scheduled at the conference in Athens did not work out. The reason being that the ESOMAR speakers had to register and pay as full delegates – which they did not accept. Graham Hooley also reminded that the Joint symposium in 2005 in Warsaw did not attract a lot of people because of high fee and the venue

Gary Lilien mentioned that it is clear that EMAC needs an active member of EMAC Executive willing to coordinate with ESOMAR. If not, EMAC is likely not have a strong link with ESOMAR and remain in reactive mode

The outcome of the discussion on this ESOMAR relationship led to the following conclusions:

- EMAC needs a dedicated EMAC member to act as a champion with ESOMAR. Luk Warlop – who has worked on the Athens special session, would seem to be the right person. Gary Lilien would contact Luk Warlop on this subject.
- Another idea, which was brought forward, was to organise a symposium (1-2 day event at EIASM). It could be a low cost event. Andras Bauer mentioned also that ESOMAR are consulting people and what might be interesting would be to organise events around hot topics relevant to them while not missing the academic perspective.

2. *ANZMAC/BIGMAC*

In the effort to enhance the relationship, EMAC and ANZMAC are running a joint symposium concurrent with every third EMAC conference and every third ANZMAC conference. The next **EMAC/ANZMAC Research Symposium** will take place in **Brisbane, Australia (Wednesday, December 6, 2006)**
(*More detailed information in ANNEX VI*)

3. *Practice Prize*

Reprise will be held at every EMAC meeting. Other sponsors: ISMS, MSI, BSI (Brand Science Institute), ISBM, ANZMAC and AMI (Australian Marketing Institute). Update on pricing for DVDs: Volume cost is \$3 or about 2.50 Euro to EMAC. The DVDs (4 presentations) are available now for EMAC members. After discussion on the different options (e.g. to offer it to EMAC members as member benefit such as give-aways to delegates at conference, distribute to all members who have registered for 2006) it was decided to offer the DVDs as a benefit to EMAC loyal members.

Action Item: Gary will place a bulk order, which would be shipped to Nina Payen at EIASM. Nina Payen should send out the DVDs in December

(*See ANNEX XII - Report from Gary Lilien on External Relations’ activities*)

4. Collaboration with KAMS

Udo Wagner reported that he attended the Korean Academy of Marketing Science (KAMS) Conference in July 2006. In the effort to enhance the relationship between EMAC and KAMS, there will be a joint symposium at the EMAC 2007 Conference in Reykjavik.

Udo Wagner brought up another issue, which is the conflict in dates of the EMAC conference with the AMS conference in the U.S.- which also takes place at the end of May. He is of opinion that we should better coordinate the dates in the long run.

3. Issues for reporting and updating

3.1 Support for Doctoral Students

Gabriele Troilo reported on the proposal for PhD bursaries – proposal that was agreed at the last Executive Committee meeting in Athens This support for an amount of 5000 euros would cover for 10 bursaries for current doctoral students.

It was decided by the Steering Committee to grant the EMAC bursaries to the 10 best papers submitted. This would mean a ranking of the papers submitted by PhDs for the Best Paper Awards.

In this case the evaluation of the papers should be made earlier. Doctoral Colloquium students would also be eligible if they present a paper. The bursaries should only be opened to current doctoral students. It is important to communicate the specific criteria for the bursaries.

The Reykjavik team would need to be informed about this urgently. Gabriel Troilo will specify the criteria and communicate to the Reykjavik team.

Apart from this financial support to doctoral students from EMAC, Gabriele has also looked into other ways of securing funding. It is still in the early stage of the process.

However he has identified and currently working on 2 ways of securing the funding:

- Funding from E.U via the Marie Curie Actions. Marie Curie funding is available to help universities, research centres and businesses to organise conferences and training courses. It is mainly targeted at small conferences/workshops. It could be a possibility for funding the Doctoral Colloquiums.
- A second funding possibility is via companies' funding. Gabriele has already been in touch with Procter and Gamble Poland. He would get in touch with other companies involved in marketing. He will update the member soon this at the next meeting.

Gabriele Troilo brought forward the idea of a job market. He explained briefly on the Job Market as developed by EIASM and which EIASM would provide free of charge to the associations. He also mentioned that EIASM has organized it for another Association that it manages.

He suggested the possibility of experimenting this at the Reykjavik conference. Halldor Engilbertsson from the Reykjavik team indicated that this was possible. Graham Hooley pointed out that this would be a good way to build synergies with the Marketing department.

The fear of a job market taking over on the conference was expressed, but this was considered as not being a major threat at this stage and there was no risk in piloting it at the next conference.

The proposal to pilot the job market at the EMAC 2007 conference in Reykjavik was accepted.

3.2 Financial Report

Sönke Albers, EMAC Treasurer, reported on the Accounts i.e. Statement on Income & Expenditures as per September 2006. Sönke indicated that he did an audit of EMAC accounts on the 26th of October 2006 and reported that in spite of the drop in membership, EMAC is in a healthy situation. The figures show for 2006 less individual membership

fees. He explained that in spite of this drop, EMAC has a surplus, which is due to the advantageous contract signed with Elsevier.

No question was raised. And the figures were approved.

(see ANNEX VIII)

3.3 Election 2007

József Berács reported on the 2007 Elections. The position of President Elect will be open for the 2007 elections. While this is done on the basis on nominations from all EMAC members, it is important that the candidate should know EMAC so as to ensure continuity. He also indicated that there is a need for 'job description' for each specific function at EMAC. The different V.P.s will write a one-page document on their function. Feedback from past V.Ps will be welcomed.

(ANNEX IX – list of functions vacant for the 2007 election)

3.4 Future Conferences

Jean Louis Nicolas from Audencia Nantes School of Management presented the EMAC 2009 Conference, which will be hosted by the Audencia on 18 – 23 May, 2008.

Jean Louis Nicolas presented the School, the Team and the Venue.

In ANNEX X, you will find the detailed presentation including:

- Audencia Conference Experience
- The Convention center
- The team
- Information about Audencia
- Proposed arrangements for EMAC 2008
- Accommodation & travel connections

Questions raised were:

- the accommodation, more specifically about accessibility to the convention center where the conference will take place. Jean Louis Nicolas reassured the members by indicating that if accommodation is more than 10 kilometers from the convention center, a coach system will be organized.
- price of hotel: Jean Louis Nicolas mentioned that Nantes a good price range for hotel.

It was noted that the financials for the conference need to be specific.

The proposal for Audencia was accepted. Gabriele Troilo will work closely with Audencia .

3.5 EMAC Fellow Activities

In absence of Berend Wieringa, the Dean of the EMAC Fellow, this point was not covered.

3.6 Teaching Portal

Manfred Kraft presented the new version of the Teaching Portal (*see ANNEX V*). He indicated that at the last EMAC Executive Committee in Athens, he asked members to post teaching material on the portal, but so far there has been no response. He also reported that aside from Bergen, the complete materials from all EMAC conferences 1999 until 2006 are available in the portal He stated the activities done so far.

Detailed information on the activities engaged so far for the Teaching Portal, as reported by Manfred Krafft can be found in Manfred's document in *ANNEX XI*.

Manfred brought in the issue of different business models for the portal. He presented the 3 options of financial support:

- Platinum partnership: banner on the 1st page – 3000 Euros
- Gold partnerships: banner on contribution page – 2000 Euros
- Books promotion: on the right hand side – 1500 Euros

Other issues discussed are:

- to have 1 member from EMAC to be involved actively in the Teaching Portal
- to find an appropriate name for the portal
- to solve the issues on Copyright
- to involve some associations–linking their material to the Portal

Graham Hooley thanked Manfred for the work he is doing and added that EMAC Executive members are letting Manfred down. He needs the support of the Executive Committee. EMAC members need to be more involved in the Teaching Portal by putting content, enhancing the traffic. There is also an urgent need for sub-editors. Graham also suggested EMAC fellows to suggest colleagues for collaborating on the Portal.

Other ideas which were put forward were:

- do more promotion with emphasis on what the Teaching Portal offers, what's involvement needed.
- involve the track chairs of the conference
- involve the National Representatives – which would more efficient to promote the Teaching Portal in their respective country.

Manfred also mentioned that about 10 000 Euros are needed per year to run the Portal. The discussion on the Teaching Portal ended with the proposal to create a small committee to think about a business model. The EMAC members who were suggested to be part of the committee are Jan-Benedict Steenkamp as V.P. Publication, Manfred Krafft, Graham Hooley. Graham added that he is happy to help but cannot take the responsibility to champion it. Traditionally it would be the role of the V.P. Publication to champion it.

Manfred made an appeal to the members who would be interested to get involved or know someone who might be interested in the Teaching Portal.

3.7 IJRM

In absence of Hubert Gatignon, Gilles Laurent and Marnik Dekimpe reported on IJRM and the selection process that was put in place for the appointment of the new IJRM editor. A selection committee was put in place comprising of Jan-benedict Steenkamp, Gilles Laurent and Marnik Dekimpe. There were numerous interactions with the current editor Hubert Gatignon. A survey to EMAC members and IJRM board members were also carried. This extensive information gathering was useful to the selection committee.

In ANNEX 12, you will find the detailed presentation on the selection process including:

- Observations from survey and formal questioning
- Criteria for selection
- Outcome

The outcome was a joint editorship with complementary skills and complementary geographical anchoring. Stefan Stremeersch and Donald Lehmann have been appointed IJRM editors. The current term of Hubert Gatignon end December 15 and term of office for the new editors will last 3 years, starting December 16, 2006 and ending December 31, 2009.

Gilles expressed his thanks to Hubert Gagnon for his competences, his breadth of interest, and the management of the reviewing process and overall for the excellent job he had done. He also thanked Hubert's assistant, Georgette Duprat Monserrat, for her extremely efficient and professional handling of the reviewing process. EMAC members joined Gilles in expressing their thanks to Hubert Gagnon and Georgette Duprat Monserrat.

The 2 new editors would be invited to the March Steering Committee meeting in Brussels and to the next Executive Committee meeting in Reykjavik.

ANNEX XII EMAC IJRM 2006 Selection

ANNEX XIII EMAC - IJRM Review & Editor-in-Chief selection procedure

ANNEX XIV New IJRM Editors Appointed

3.8 Management of EMAC

József Berács presented some thoughts for discussion and development for the Management of EMAC.

The following thoughts and topics were raised to discuss openly the *expectations* of EMAC membership and Executive Committee members towards the management of EMAC. He indicated that we need to identify how EMAC Executive Committee members can work more effectively and whether it is possible or useful to apply standards of management reporting systems for EMAC.

The document (*see ANNEX XV*) presents the main points:

- Motivation for raising these issues
- Topics for evaluations, regulations, discussions
- Potential action plans for tangible results
- Establishing the archives of EMAC documents
- EMAC history from 1971 – a collection of memories of past president and officer
- Chronicle (Annual report) of EMAC – a publication 'chronicle' to be distributed among members, partners and stakeholders and could serve as marketing and PR material.
- EMAC membership report and loyalty programme.

The proposal was well received. George Avlonitis indicated in view of compiling the history of EMAC to get the collaboration of students to interview EMAC fellows about their experience; this could be done at the EMAC conference.

Gary Lilien pointed out that these initiatives would involve a lot of work. As an organization, the National Representatives should be working on these initiatives as the Steering Committee has already quite a lot of work. Gary added that a member of Executive Committee should hold the role of Editor for the Annual Report.

Ed Nijssen mentioned that the issue is that there is little perception that things are happening at EMAC. It would be worthwhile to communicate the actions at the general Assembly. The General Assembly needs to be more important.

József Berács agreed with Gary that these initiatives would involve a lot of work. But this kind of work might increase the perception that things are happening at EMAC. He will prepare a proposal of the new Chronicle (Annual Report) for the next Steering Committee meeting in March 2007.

3 Any Other Business

3 points were raised:

- 2 Questions raised by George Avlonitis:
 - Copyright issue – József Berács indicated that the Steering Committee is working on that.
 - Issue on Time frame for accepting changes at the conference (e.g. changes in Author.) George mentioned that this is a problem and it would be necessary to specify a specific timeframe whereby changes would no longer be accepted. It was agreed that once a paper is accepted, then no changes in author should be accepted. This should be communicated upfront to the delegates submitting a paper. Gabriele should inform the Reykjavik Team immediately

- Web Page

Udo Wagner briefly reported on the EMAC Web page.

(More details in ANNEX XVI)

He indicated that EMAC homepage is very diverse and he pointed out the following

- there's no corporate design
- Navigation is difficult
- the link between the different pages is not optimize.

He also mentioned that he had done a little survey to compare the EMAC homepage to other Associations' page and EMAC homepage compares badly.

Gary Lilien mentioned that Udo's observations were good; however redesigning a homepage is hard work. The decision is to discuss this point at the next Steering Committee meeting. It was also suggested to have a small committee to work on this. Udo made an appeal for members (National Representatives) to be part of that committee.

5. Date and time of next meeting

The dates of the next EMAC Executive Committee meetings were announced

- Reykjavik, May 22, 2007 14.00 – 17.00
- Brussels, October 26, 2007 10:00 – 16:30

No further points were raised and The President thanked the members for their attendance and the meeting was adjourned.

ANNEX I	Minutes of Executive Committee meeting – May Brussels
ANNEX II	Membership Reports from National Representatives
ANNEX III	Membership Status 2006
ANNEX IV	EMAC 2007 Conference– Reykjavik – Status of Preparation
ANNEX V	EMAC 2008 Conference – Brighton Proposal
ANNEX VI	EMAC/ANZMAC Research Symposium
ANNEX VII	Report on External Relations' Activities
ANNEX VIII	EMAC 2006 Accounts
ANNEX IX	EMAC 2007 Elections – List of vacant functions
ANNEX X	Audencia Proposal for EMAC 2009

ANNEX XI	Teaching Portal Status
ANNEX XII	IJRM 2006 Editor Selection
ANNEX XIII	EMAC – IJRM Review and Editor-in-Chiefs selection procedure
ANNEX XIV	New IJRM Editors Appointed
ANNEX XV	Management of EMAC
ANNEX XVI	Report on EMAC Webpage