



Steering Committee Meeting

Brussels, March 9, 2007

Present: József Berács, Graham Hooley, Gary Lilien, Udo Wagner, Gabriele Troilo, Nina Payen, Sönke Albers

Apologies: Jan-Benedict Steenkamp, Stefan Stremersch

AGENDA

1. Approval of the minutes of the ad-hoc Steering Committee Meeting - October 26 2006 – Brussels
2. Membership Status – Udo Wagner & Nina Payen
 - 2.1 Slovenia Conference
3. Financial Status - Sönke Albers
4. Membership fee transfer from Conference Organiser – Graham Hooley & Nina Payen
5. Elections 2007 – József Berács
 - 5.1 National Representative for Korea
6. EMAC Chronicle – József Berács
7. Changes & Statutes
 - 7.1 EMAC Dean of Fellows to be a member of the Executive Committee
 - 7.2 Change in the name – V.P. Development
8. Conferences - Gabriele Troilo
 - 8.1 Reykjavik Conference
 - 8.2 Future Conference
 - 8.3 EMAC 2007 Online Job Market
 - 8.4 General Assembly
 - 8.5 Awards
9. Reporting from IJRM – Stefan Stremersch
10. External Relations – Gary Lilien
 - 10.1 ISMS practice prize DVDs
11. Miscellaneous
 - 11.1 Teaching Portal
 - 11.2 Newspage
12. Date and time of next meeting:
- 25 October 2007, Brussels – 14.00 – 16.00
- 13 Any other topic

Action Points from Meeting

ACTION ITEMS	WHO	WHEN
<p><i>Departmental membership</i> 1. provide some ideas for the approach for departmental membership 2. Identify someone from Executive Committee – a National Rep to coordinate this activity</p>	<p>Udo Wagner (Graham Hooley)</p>	<p>Executive Committee – May in Reykjavik Executive Committee - October 2007 in Brussels</p>
<p><i>Slovenia Conference – EMAC patronising the event</i> Send Logo and text and link to EMAC website to Udo Wagner and to Boris Snoj</p>	<p>Nina Payen</p>	<p>Week 12 March 2007</p>
<p><i>Financials:</i> Nina to check with EIASM accountant if it is necessary under Belgian law to create a position in the Balance sheet where the surplus is indicated as a reserve</p>	<p>Nina Payen</p>	<p>Response to Sönke week 26 March</p>
<p><i>Late Money transfer from Athens and withhold of 5% tax</i> Write a letter to George Avlontis to inform him of the decision of the Steering Committee</p>	<p>József Berács</p>	<p>Week 12 March 2007</p>
<p><i>Elections</i> - Run election for Korean Rep - Send letter to all nominees of the Elections who have endorsed their nomination to ask them for their EMAC experience and policy statement</p>	<p>Nina Payen</p>	<p>March 12, 2007 March 13, 2007</p>
<p><i>The Chronicle</i> - Prepare a guideline for the Chronicle</p>	<p>Graham Hooley</p>	<p>Before May 2007</p>
<p><i>The Chronicle</i> Different points: - printer to specify the size and format for photos and Nina to send the info to the Steering Committee - To explain EMAC activities and explain the idea of ‘global, international, community ...’ to the designer for him to present some suggestions for the design of the Chronicle</p>	<p>Nina Payen</p>	<p>Week March 12 and March 19, 2007</p>
<p><i>EMAC Working Groups.</i> Establish specific working groups where members of Executive Committee and National reps take responsibility in specific activities</p>	<p>All</p>	<p>Executive Committee – October 2007</p>

<p>Special Steering Committee meeting in Reykjavik on Tuesday 22 May from 09.00 to 11.00</p> <ul style="list-style-type: none"> - Prepare agenda/Invitation - Invite the IJRM editors, Gilles Laurent - Inform Halldor Engilbertsson (for room availability) 	<p>Nina Payen/ József Berács</p> <p>Nina Payen</p>	<p>Week 12 March</p> <p>March 13, 2007</p>
<p>IJRM Board & EMAC Encourage members of IJRM board to be member of EMAC</p>	<p>Udo Wagner</p>	<p>OPEN</p>
<p>Nomination of IJRM Editor Check in the EMAC statutes if EMAC President has to approve the nomination of the Editor and send information to the Steering Committee</p>	<p>Nina Payen</p>	<p>Week March 12, 2007</p>
<p>Future Conferences - Send Conference fees and DC fee (as per conference guidelines) to Gabriele Troilo for communication to Audencia</p>	<p>Nina Payen</p>	<p>March 12, 2007</p>
<p>Special Interest Group Session – To pilot in EMAC 2008 conference in Brighton</p>	<p>Gabriele Troilo</p>	<p>April 2007</p>

The President, József Berács, welcomed the members and opened the meeting.

He thanked the members for their contribution.

Sönke Albers proposed to add one item on the agenda – Election process for nomination of candidates. The agenda was approved.

1. Approval of the minutes of the ad-hoc Steering Committee Meeting - October 26 2006 – Brussels

It was decided to hold the October 2007 meeting from 16.00 – 18.00. No other comments or remarks were made. The minutes were approved.

(Minutes of Ad-hoc Steering Committee meeting can be found in Annex 1)

2. Membership Status

Udo Wagner, V.P. Development reported on the membership status. 52% of our members enrolled once during the 3 years. Attendance is mainly linked to the conference. With the current number of delegates on the conference EMAC has reached a natural limit of the conference size. He is of opinion that it is not good to have more than 700 delegates on the conference.

He proposed the following actions to increase membership:

- Special membership fee for
 - o Long-term loyal member
 - o Young members – to stimulate young members to become EMAC members
- Develop corporate membership
- Cooperation with national marketing associations

- Approach marketing professionals- for example in non-university research-centres
- Develop special thematic conferences
- With the growing ageing population, there are a lot of EMAC faculty members on retirement. It would be interesting to engage them in EMAC activities – giving them recognition, special duties to stimulate them.
- Develop cooperation with other institutions
 - o Cooperation with Slovenia
 - o Cooperation with South Korea

Graham Hooley liked the idea of the marketing department engagement. It would be interesting to organize a 'transnational' forum at the conference where heads of marketing department can get together to discuss the 'management of Marketing department' It could be an additional service that EMAC could provide to marketing academics. It could also drive more people to EMAC conference. This type of forum would be quiet easy to set up. Udo added that this might be particularly interesting for the emerging countries.

The idea of developing departmental membership was discussed at length. Many ideas were brought forward:

- *Special Fee/benefits:* EMAC can have a special fee for Departmental membership; this membership fee would include a number of people e.g. 8-9 as members.

Graham mentioned that it would be worth talking to ANZMAC as they have developed this approach.

Sönke stressed the fact that is crucial to discuss the pricing issue. He pointed out that for example in the case of Germany there might be problem as marketing departments have a limited budget.

Gary Lilien suggested that the departmental membership fee could be linked to the single memberships. They can have a premium over the existing memberships.

To the question of Gabriele Troilo on the benefits for the department, Graham explained that they would have the networking benefit, exchange teaching issues, funding issues. There should also be a price benefit.

- *The process:* Gary Lilien was of opinion that EMAC need to develop the mechanism for membership retention in order to provide continuity, to create online communication. He also mentioned that the national representatives could engage in this as they know more about the different marketing departments of their respective countries.

Each national representative can approach individually the different marketing departments of their countries. Graham mentioned that it would be best to have one person from the Executive Committee to coordinate this process. József Berács proposed to discuss the process at the next Executive Committee meeting.

- *Suggestions:*

Gabriele suggested to devote a section on departmental membership in the Chronicle, which could be named 'News Section'. Gary proposed to title the section 'Initiatives'

Sönke mentioned it might not be clear to the people what this Departmental membership means as long as the pricing is not clearly defined.

To which Graham added that the concept needs first to be developed.

He also suggested that it might be worthwhile to think about a discount for loyal members, for young researchers.

József proposed to invite the EMAC fellows to engage in other activities, for example chair sessions the conference.

Gary proposed that all these ideas need to be prioritized.

Graham asked what the priorities of EMAC were. Is it to increase membership, to increase the number of loyal members or to increase EMAC services?

József declared that he hoped EMAC would achieve 900 members this year and 1000 in 2008. *(Details on the membership status report can be found Annex 2, 3)*

2.1 Slovenia Conference

Prof. Boris Snoj from University of Maribor, Slovenia submitted a request to support their forthcoming scientific marketing conference which will take place in Maribor in September 2007. He would like EMAC to patronize their conference.

Udo mentioned that Prof. Snoj explained that there is no financial implication in this initiative. The issue of the quality of the conference was raised. Sönke mentioned that if we patronize an event, the quality should be decent otherwise if EMAC endorse conference of low quality, it can lose its image. Graham added that by this initiative EMAC would gain visibility in the Balkan region. After a brief discussion it was agreed that there is no major risk and approved to patronize the conference.

It was agreed that they can use our logo. Gary proposed that they put a link to the EMAC website on their conference website and some information about EMAC at their conference.

(Details can be found in Annex 4)

3. Financial Status

Sönke Albers reported on the financial status of EMAC. He reminded that we were in a difficult situation with the drop in membership in 2006. However thanks to the new advantageous contract with Elsevier, the surplus of the year has remained the same.

With the 2007 membership EMAC can forecast an increase in revenue of 20.000 Euros. The situation is more favorable in 2007.

He also reminded that as per the decision taken at the last Executive Committee meeting, EMAC will invest in funding bursaries at the Conference.

Sönke raised the question whether it is necessary under Belgian law to create a position in the Balance sheet – as a reserve for investment. Nina Payen will follow up on this and report back to Sönke.

(Details can be found in Annex 5)

4. Membership fee transfer from Conference Organiser

József Berács brought up the issue on the late transfer of membership fee from last year's conference in Athens. On one hand the membership fee transfer from Athens was received only mid- January 2007 (the conference took place in May 2006). The delay in the payment was a result of an administrative hurdle. This delay results in a loss in interest rate which EMAC could have earned during the 5-6 months, should the money would have been in the EMAC bank account.

On the other hand there is now an unexpected 5% tax withheld (a total of 2,210.30 euros) on the total amount transferred. EMAC being a Non- for-Profit organization, does not pay income tax, so it is unlikely that we can get back the 5% tax.

Sönke insisted on the fact that George Avlonitis denies the responsibility of this whole situation. In an exchange of email with the members of the Steering Committee, George Avlontis has explained the situation and has sent in for the Steering Committee meeting all the relevant documents related to the 5% tax withheld. After a discussion and in an effort to find a collegial consensus on the subject, it was decided not to spend more time on the issue. József Berács will send a letter to George Avlontis in an effort to solve the problem and to recuperate the amount corresponding to the interest rate which EMAC could have earned during the 5-6 months, if EMAC would have received the money.

It was mentioned that EMAC should ensure that for the EMAC conference in Reykjavik that the money is received well in time.

(Details to be found in Annex 6)

5. Elections

József gave an overview of the situation for the 2007 elections.

For the presidency, 23 nominations were received. 6 accepted their nominations. József was of opinion that there are too many nominations. Looking at the candidates, he divided them in two categories. On one hand there are the candidates who have been in EMAC for a long time and have been involved in EMAC activities; on the other hand there are the candidates who are new in EMAC.

Among the candidates for the presidency, George Avlonitis and Veronica Wong and Luiz Moutinho are long time members. George and Veronica are good candidates, offering strong services to the EMAC in the past. Xavier Drèze and Luiz Moutinho are academically well established candidates. Laura Galguera, Damir Giannakis are new members and new in the academic world as well. Xavier Drèze has been involved in EMAC DC activities. Jozsef thought that someone totally new to EMAC (like the last two candidates) cannot really stand for the position of President.

Followed a debate on how to handle the case of the new members standing in for the presidency position. It was decided that on behalf of the President Nina would write a letter to the candidates asking them to send a policy statement which will be an acknowledgement as accepting the nomination.

Gabriele thought that it would not be very democratic to ask them again whether they are willing to accept the nomination. After a discussion on how best to deal subtly with that, Gary proposed to send a letter of congratulations with a description of the President's tasks and at the same time asking them to send in their policy statement

Followed a discussion on what should be in the policy statement, Graham considered that candidate for the presidency should be at least a member in EMAC for 3 years. He and Gary proposed to send a template to the candidates. The template should be in 3 sections-

- EMAC experience (membership in EMAC) in 50 words
- Personal Buy-in (short professional C.V) in 100 words
- Policy statement in 300 words

It was decided that the candidates for the National Representative should also write a statement but with only the first 2 sections.

Sönke mentioned that the elections email was not clear and not very informative.

(Nominations for elections can be found in Annex 7)

5.1 National Representative for Korea

Nina Payen clarified the issue around the election for National Representative for Korea. There was a misunderstanding as to the running of the elections. Korea has now 5 members and is entitled to a National Representative. The first round of election for Korea will be launched in the next days following the meeting.

Udo Wagner declared that it is important that we keep the trust between EMAC and KAMS.

6. EMAC Chronicle

Joesef Berács reported on the progress of the chronicle. A lot of work and effort have been put in this new EMAC initiative. József thanked all the members who have contributed. He will now be working on editing the material written as there is some overlapping between the different articles.

He mentioned that the budget forecasted for the Chronicle is approximately 5000 Euros for 2000 copies.

The discussion on the Chronicle focused on the 3 main issues:

- the purpose of Chronicle
- the target audience
- the design

Purpose of the Chronicle: József explained that the Chronicle is aimed at EMAC current members, potential organisation and partners and organizations. Graham added that depending on the target market, the flavor of the writing would be different. The Chronicle can be a marketing tool also. It can help build up and retain loyal members.

Sönke Albers mentioned that for the moment the reports are more of EMAC status report than the vision. He asked whether the Chronicle is an annual report of EMAC activities or will it be focusing more on what EMAC is and what are the benefits of being EMAC members. József explained that for the moment it will cover both activity reports and its vision and benefits.

Gabriele Troilo added that the reports should be more exciting, for example Manfred Krafft could say more about the content, give it an exciting touch.

Sönke Albers mentioned that if the purpose of the Chronicle is to increase the loyal members, then the Chronicle should direct the members to things that EMAC does and which would be of interest to them, for example show case the different members benefits – like show case the Teaching portal.

Target audience: The Chronicle as such is aimed at the current members, potential members and partners and organizations.

Design: The design of the Chronicle should reflect the ‘international network community: It needs also to be attractive and informative.

Gary Lilien thanked József and all members for the work done for the Chronicle. He stressed the point that it is one of the initiatives that will help build the EMAC community

(All articles received can be found in Annex 8A-H))

7. Changes & Statutes

7.1 EMAC Dean of Fellows to be a member of the Executive Committee

7.2 Change in the name – V.P. Development

The point is postponed.

8. Conferences

Gabriele Troilo reported on the conferences

8.1. *Reykjavik Conference:*

All is going smoothly. The acceptance rate is in line with EMAC previous acceptance rate. There was some problem with the website, but this has been solved now. There was also a problem with 1 track, but this also has been solved.

Sönke raised a financial issue related to the fee for accompanying person. He explained that Reykjavik asked for 350 Euros for accompanying persons – which in his opinion is too high. When he complained about it, they simply decrease this fee. He thought that in order to avoid

such problem and have consistent way of proceeding with ‘accompanying persons’ fee, EMAC should specify in the future the price for accompanying persons; there could be for example modular fee for the different activities. He suggested some guidelines on this for future conference hosts.

József then raised the question of the special sessions. He felt that the Steering Committee should be aware of the special sessions. Jan Benedict Steenkamp is responsible for the special sessions and organizes it together with the conference hosts.

There is a Practice Prize session and an IJRM session, but it seemed that there has been some misunderstanding about the IJRM session.

For future conferences the Steering Committee members should be kept informed about the special sessions.

8.2 Future Conferences:

Special Interest Group session

Gabriele brought up the idea of Special Interest Group session. He briefly explained that he attended the AMA conference and was impressed by role AMA played in special interest group. It thought the idea was very interesting; it involves more people and covers more topics, for example there was a Sports Marketing Interest group at the AMA conference. He wondered whether this could be of interest to EMAC. He proposed to trial this at the 2008 EMAC conference. His proposal is to introduce an ‘interest group’ track and ask people to submit for this track. Sönke pointed out that EMAC has reached a size of conference that would be difficult to increase. He asked whether the ‘interest group’ session would replace a track. Gary Lilien saw the special interest group more as a mini-conference for example at EIASM but not in the main conference. Gabriele explained that it could be a pilot for future mini-conferences. József agreed with Gabriele’s idea but added that this should not cannibalize the main conference. SIG meetings could run on the Tuesday afternoon before the main conference or after the normal sessions. According to Gabriele, it would be more cost effective to run it during the conference as if it is before the conference it would mean adding a half day rental cost for the conference host.

Gabriele also explained the possible procedures for the special interest group sessions:

- 2 EMAC V.P.s could chair the session
- The papers would not be published in the proceedings
- The submissions would be evaluated by some members of the Steering Committee, including himself

Sönke expressed his concern on this reviewing process. He explained that EMAC had in the past a poor review process. In order to increase the quality of the papers, EMAC switched to a new system. Knowledgeable people were invited – which increase the quality. The danger of Gabriele’s plan is to get back to lower quality papers. Consequently he is not at all in favour of this idea. József was more positive about this proposal as it would bring more variety into the programme. However Sönke insisted on the quality aspect stressing the fact that the special interest group might be a drawback to the quality of the conference.

Udo Wagner explained that Marketing Science Conference has a special interest group which is of good quality and he did not see any risk in piloting a special interest group session at EMAC. Gary Lilien was also of opinion that there is not much risk to indicate that there will be a special interest group session in the Brighton brochure. Sönke did not agree as according to him this will get back to the fight on quality that EMAC has had for the last 5-6 years. Gabriele reminded that some people not accepted on the main conference for quality reasons are accepted for poster sessions, so why not another channel.

The discussion on the subject did not lead to a consensus; hence it was decided to have a majority vote. 3 members voted for the proposal, 1 against and 1 abstention. The decision is to go ahead with the special interest group session as a pilot at the 2008 EMAC conference.

Gary suggested when announcing this session to put a sentence mentioning that it is a pilot. Based on the experience, the Steering Committee can decide on the subject at next year's March Steering Committee meeting.

Audencia – EMAC 2009

Gabriele briefly reported on the EMAC 2009 conference which will be held at Audencia in Nantes on May 28-30, 2009. The fee will be 470 Euros. For the Doctoral Colloquium fee it was decided also to keep the same fee, which is 230 Euros.

2010 & 2011 Conferences

- 2010 Conference: Copenhagen was on the list. Gabriele asked whether EMAC needs to contact them again

It would be good to have some more candidates.

- 2011 conference: St Petersburg and Ljubljana are potential candidates.

8.3 EMAC 2007 Conference online jobmarket

Gabriele briefly reported on the status of the job market.

The website is set up and several promotions have been done to announce the launch of the job market. Specific announcements went to

- Marketing groups
- EIASM contacts/network
- EMAC members

(Copy of the announcement can be found in Annex 9)

8.4 General Assembly.

It was decided to run the General Assembly on Thursday 24th May 2007 instead of the Friday 25th.

9. Reporting from IJRM

József Berács explained that unfortunately neither Jan Benedict Steenkamp nor Stephan Stremersh and Donald Lehmann, the new editors of IJRM were able to attend this meeting. Hence no reporting from IJRM.

(Copy of the IJRM Opening Editorial 2007 can be found in Annex 10 and IJRM on line submission procedure in Annex 11)

Udo Wagner expressed his views about EMAC publications. He raised several points:

- He felt that EMAC publication is very important and yet it takes too little time in the discussions.
- He considered that the announcement made at the Executive Committee in Athens on the search for IJRM editor was not very informative. The V.P. publication should be more involved.
- There is need for more transparency in the election of IJRM. A question was raised as to whether according to the statutes EMAC President needs to approve the nomination of the Editor. Nina will check the statutes and inform the members.

Gabriele mentioned that 50% of IJRM board is not members of EMAC.

Followed a discussion on IJRM and the necessity of an alternative EMAC publication.

The points raised were:

- EMAC members and IJRM: How much of the publications in IJRM are from EMAC members. It seemed that a very high percentage of the publications in IJRM are not from EMAC members. It might be a sign that EMAC needs another channel of publication.
- IJRM does not reflect that it is the EMAC arm of publication.

Sönke Albers was of the opinion that there is a rigor in the publications in top journals and IJRM falls into this category. If only 10% of EMAC members publish in IJRM, it means that only 10% of EMAC members have this rigor.

Gary reminded that the different IJRM editors have raised the quality of the publications. The question today is the following: have IJRM become so narrow and EMAC so broad that an alternative publication is necessary? If EMAC feels the need to have an alternative publication, it does have the budget for it.

József Berács recognizes that IJRM does not represent the same thing to all EMAC members. Hence a new EMAC journal might be an alternative, taking into account that the membership of EMAC will be doubled soon.

Gabriele indicated that from last year's report the number of submissions did not increase a lot. His point of view is that IJRM should not loosen up the rigor the journal has achieved, but make it broader. He asked the question as to why some Europeans do not find a European journal to publish. He thought that IJRM is perceived more as a 'Modelling' journal. Sönke mentioned that in their report IJRM shows that they are broader than the American journals. There are no conceptual papers. According to him IJRM has a broad scope and the rigor of a top journal. Gary Lilien asked whether IJRM is the first choice of publication. People will submit to top journals first.

Gary thought that it would be better to discuss all these issues with the editors. Sönke reminded the members this question on whether EMAC needs another publication has already been discussed in EMAC. He insisted on the fact that EMAC has a very good rigorous journal and he feared that another journal will have another focus and a lower quality. It is important to keep in mind that the image of the association is linked to its journal.

Gary Lilien reiterated the point on whether there is a market for another journal that fits another segment of EMAC. He maintained that this discussion should be held in presence of the V.P. Publications and the editors and this would help clarify the situation.

It is then proposed to discuss this issue in Reykjavik. An ad-hoc Steering Committee will be called for the Tuesday 22nd May from 09.00 to 11.00 in Reykjavik.

Some other questions were raised:

- Searching selection for editors – The protocol should be looked at if the question of searching selection is raised.
- Encourage the 50% of IJRM editorial board to become EMAC members
- Need to get some objective feedback from people who would not submit to IJRM

A last question was raised about the relationship between EMAC and Elsevier. Sönke explained that there has been in the past (when John Saunders was in office) an investigation about the possibility of leaving Elsevier. However the contract EMAC has with Elsevier makes this impossible. Hence the only way is to open other journals. However even in this perspective it is mentioned in the contract that opening another journal might compete with IJRM.

10. External Relations

Gary Lilien briefly reported on EMC. There was a meeting planned on the 8th March, which unfortunately did not take place.

The agenda for this meeting was to be around the strategy that EMC is planning to implement for the years to come.

EMC has also decided to create a "Top Marketing Club" - which is a club close to the companies, and would like to bring in a very strong representation of the academic world.

The meeting was to present their strategy and to determine the possibility of a close cooperation between the two organisations on this matter.

Gary also informed that ISMS practice prize DVDs will be available in January 2008.

11. Miscellaneous

- 11.1 Teaching Portal - will be discussed at next Executive Committee meeting
- 11.2 Newspaper – will be discussed at next Steering Committee meeting

12. Date and time of next meeting:

- Ad-hoc Steering Committee meeting – Reykjavik May 22, 2007 09.00 – 11.00
- 25 October 2007, Brussels – 16.00 – 18.00

13. Any other topic

No further question was raised. The President thanked all members for their participation. The meeting was adjourned.

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Annexes:

- Annex 1: Minutes of Ad-hoc Steering Committee Meeting Oct 2006
- Annex 2- Membership Situation
- Annex 3: Membership status – Report from Udo Wagner
- Annex 4: Request for conference endorsement and support from Prof. Boris Snøj
- Annex 5: Financial Status
- Annex 6: Issue on delay in the transfer of membership fee from Athens Conference
- Annex 7: Nominations for Elections 2007
- Annex 8A - H: Reports for Chronicle
- Annex 9: EMAC 2007 Conference Online Job Market
- Annex 10: IJRM Opening Editorial 2007
- Annex 11: IJRM Online Submission Procedure