



Steering Committee Meeting

Brussels, March 7, 2008

Present: József Berács, George Avlonitis, Udo Wagner, Gabriele Troilo,
Jan-Benedict Steenkamp, Manfred Krafft, Nina Payen

Apologies: Gary Lilien

AGENDA

1. Approval of the minutes of the Steering Committee Meeting - October 2007 – Brussels
2. Reports from standing committees (discussed under the auspices of respective officers)
3. Membership – Udo Wagner
4. Financial Status - Sönke Albers
5. Conferences - Gabriele Troilo
 - 5.1 Progress Report – EMAC 2008 Conference
 - 5.2 Athens University of Economics and Business
 - 5.3 MTC – Marketing Theory of Challenges in Transition Societies
 - 5.4 Calendar of National Marketing Conferences
6. Publications – Jan Benedict Steenkamp
 - 6.1. Report on the 2nd Journal
7. External Relations – Gary Lilien
8. Elections 2008 – József Berács
9. EMAC Chronicle – József Berács
10. National Representative Actions:
 - 10.1 National Representatives Guidelines
 - 10.2 Areas of involvement
11. Teaching Portal – Manfred Krafft
12. Membership Survey and Strategy – George Avlonitis
13. EMAC Newsletter – George Avlonitis
14. Miscellaneous
15. Date and time of next meeting:

ACTION POINTS

ACTIONS POINTS	WHO	WHEN
MEMBERSHIP		
<i>Reminders for renewal of membership</i> Nina to send reminders for renewal 2 times a month as from November	Nina Payen	Immediate
<i>Implementation of a EMAC membership card</i> Nina to create an 'EMAC membership card' to send to members	Nina Payen	Beginning of April 2008
<i>Receipt of payment</i> EMAC members to receive a receipt of payment for membership	Nina Payen	Beginning of April 2008
<i>Institutional Membership</i> Udo Wagner to work with Sönke Albers on the financial aspects of Institutional membership. And as V.P. membership Udo to take the final decision	Udo Wagner	To report at next meeting
CONFERENCES		
<i>Special Session at EMAC Conference in Brighton</i> To invite Heads of marketing department for a special session at the EMAC Conference in Brighton. And Udo to inform Keith Perks	Udo Wagner	Immediate
<i>Conferences Guidelines</i> To include 'organisation of a social event' as part of the conference in the conference guidelines	Gabriele Troilo/Nina Payen	For next version of Conference guidelines
As from 2011 Conference, to add contribution of 6.000 Euros in the Conference guidelines and conference contract	Gabriele Troilo	For the 2011 version of Conference guidelines
PUBLICATIONS		
<i>2nd Journal</i> Jan Benedict Steenkamp to create a small, stronger committee (including Hubert Gatignon) to move forward into the reflection on the 2 nd Journal. And make a proposal for the Steering Committee	Jan Benedict Steenkamp	To report at next meeting
<i>Teaching Portal</i> Approval of the first 2 points in Manfred Krafft's proposal: - Uploading of Iceland and Brighton conference proceedings - 20 h/300 € for each proceedings	Manfred Krafft	
<i>EMAC Newsletter</i> Paulina Papastathopoulou to work as editor for the EMAC Newsletter	Paulina Papastathopoulou	For June Newsletter
<i>EMAC Executive Committee National Representatives Guidelines</i> To post the national Representative Guidelines on the EMAC Website	József Berács/Nina Payen	Immediate

MINUTES OF MEETING

József Berács thanked the members for their attendance. He started the meeting by an opening remark.

EMAC is at a turning point in its life cycle. It will soon be reaching 1000 members. During the last years there have been a lot of initiatives and many steps undertaken to move forward. The association is in a good financial situation and as such EMAC needs to think on the ways to spend the money carefully. He emphasised the huge intellectual capabilities of the Steering Committee members. The steering Committee meeting is the place where main ideas on EMAC strategy are discussed. He concluded this opening remark by mentioning the strong relationship between EMAC and EIASM.

1. Approval of the minutes of the Steering Committee meeting - October 26, 2008

All actions as mentioned in the minutes are completed. There were no further comments; the minutes were approved.

Annex 1: Minutes of Steering Committee meeting – October 2007

2. Reports from Standing Committees (discussed under the auspices of the affected officers)

The outcome of the different standing committees will be discussed as per the points on the agenda.

3. Membership

Udo Wagner V.P. Membership reported on the membership situation. Based on his analysis of EMAC membership in view of the possibility of implementation of institutional membership, he discussed 3 main points.

- *Feedback from national representatives on marketing departments in their respective countries.* The feedback was very diverse. Some national representatives have provided very good and detailed feedback, while others gave very general info. Main outcome is that quite a lot of marketing departments have more than 5 members.
- *Loyal members.* It appears that the communication level to members is rather low - which might explain that members do not automatically renew their membership as they are not prompted to renew in a regular way. Nina Payen explained the process for the reminders for renewal. A first reminder for renewal is sent in November. After that there is a reminder every month. Mailing goes out each month for specific target group. After a brief discussion it was decided to intensify the reminders - at an interval of every two weeks.

It is also mentioned that some members are not aware if they are members or not – which may also be a reason why members do not or forget to renew their membership. It was suggested to send to all members an ‘on-line’ membership card. They should also receive an automatic receipt of the membership payment. This was approved by all members.

- *Institutional membership.* Institutional membership seems to be difficult to implement. The situation is more complex. The financial aspect for the implementation of institutional membership should be carefully weighted. Currently out of the 90 Euros membership, there is 62 Euros as variable cost (52 Euros for IJRM, 10 Euros for EIASM + 2 Euros bank costs). Institutional membership would not bring in any surplus income. Membership may need to increase to a corresponding amount. What EMAC can do for the institutions?: One idea proposed is to create a synergy between different marketing departments to share views about how marketing departments are managed. It is suggested to invite the chairs and heads of the marketing departments for a special session at the EMAC 2008 Conference in Brighton. It would be the responsibility of the national representatives together with the V.P. Membership to launch this initiative.

Followed then a discussion on the relevancy of institutional membership for EMAC. Jan Benedict Steenkamp pointed out that EMAC is essentially a collection of individuals within a country. Current EMAC membership organisation is structured in 2 layers – the individuals and the country. Does EMAC need

another layer between the country and the individual? What would be the value for the institutions?

Udo Wagner indicated that the institutional membership might be more interesting for institutions in the emerging countries. To which Jan Benedict Steenkamp pointed out that it might be more interesting for EMAC to offer a discount for the members in the emerging countries.

To conclude on this subject, the following points were decided:

- to invite heads of marketing departments for a special session at the EMAC conference in Brighton
- as of 2008 each EMAC member will receive an online membership card and an automatic payment receipt.

Udo Wagner will work with Sönke Albers on the financial aspects involved in the implementation of institutional membership. Then based on the discussions and different elements provided, Udo will take the decision as to whether EMAC will go forward into institutional membership.

Annex 2a: Membership situation

Annex 2b: Report on Membership

4. Financial Status

Sönke Albers reported on EMAC financial situation. As can be seen from the statement of income and expenditures and the balance sheet in annex 3, EMAC is in a good financial health. The question is now to think about how to spend wisely the surplus EMAC is accumulating.

Several ideas were put forward:

- As more and more activities are requested from the EMAC secretariat, there might be a need for a full time person or an assistant to help in the additional activities. An additional 15.000 Euros would be needed to cater for that.
- Financing a second journal
- Organising special conferences
- Make fund available for scholarships, especially for doctoral students in emerging countries.
- Funding of expenses of V.P.s when travelling for EMAC

It was decided that for the first point, a detailed job description on the activities requested from the EMAC secretariat would be needed before taking the decision to increase the administration fee to EIASM.

Annex 3: Financial Situation

5. Conferences

Gabriele Troilo, V.P. Conferences reported on the EMAC 2008 Conference and on the future EMAC conferences

5.1 Progress Report – EMAC 2008 Conference

The submission process, reviewing process and the final decision from track chairs have gone very smoothly and in a timely manner.

- Number of submissions received. 720
- Number of accepted papers. 408

A draft schedule of the programme with the timeslots for the various tracks, special sessions, BigMac, plenary session, panel sessions and the various meetings is currently being finalised.

Main points for the conference:

- a welcome reception, a social event and the conference dinner have been organised
- 5 Special sessions are organised
- ANZMAC-EMAC symposium: 3 sessions will be organised by Rod Brodie and Leslie de Chernatony, and John Rossiter
- Plenary session on the conference theme by Rajan Varadarajan from Mays Business School Texas and Nirmalya Kumar from London Business School.
- 3 Panel sessions

- Awards and prizes

The doctoral colloquium programme has been finalised. The number of submissions is 117. The colloquium will be held at the University of Brighton.

Detailed info in Annex 4a

Future conferences

- *2009 Conference - Nantes*: Gabriele is working closely with Jean Louis Nicolas from Audencia, Nantes on the 2009 Conference. 50% of the track chairs contacted so far have agreed to participate in the conference. He will visit Audencia in the coming month.

- *2010 Conference – Copenhagen Business School*. Gabriele raised the question of the 6.000 Euros contribution from the host university to EMAC. Bearing in mind that EMAC has negotiated a decrease in the conference fee for 2009, he proposed not to include the contribution in the contract to CBS, but to leave it free for negotiation.

However the 6.000 Euros contribution will be included in the contract as of 2011.

- *2011 & 2012 Conferences*.

2 candidates were interested in hosting the EMAC Conference..

- University of Ljubljana – which has officially sent an offer of candidacy to host the 2012 conference

- University of Bern was initially very interested to host the 2011 Conference, but after some communication with them, no response was received. Gabriele will resume the communication with the university.

Other Points

- Conference fee. The question on conference fee was raised. Does this fee constitute a value for money? EMAC conference is not only content related, but an important aspect of the conference is the networking. The decrease of U.S. participation in the conference due to the unfavourable exchange rate of the U.S. dollar vs the Euro was mentioned – The EMAC conference being at around 700 \$ makes it expensive for U.S delegates. However it is worth mentioning that EMAC conference fee has decreased over the last years (from 490 Euros in 2005 to 470 Euros in 2010)
- Social event is considered important in the networking aspect of the conference. The organisation of a social event will be included in the conference guidelines for future conferences.
- General Assembly: In order to attract more attendees, General Assembly needs to be more interesting. George Avlonitis would present the outcome of the survey he conducted among the EMAC members. It was also decided to offer a drink at the General Assembly. Gabriele Troilo and József Berács will inform Keith Perks about it.

National Conferences Endorsement and Support .

2 requests were received:

5.2 – Athens University of Economics and Business

George Avlonitis briefly explained that the Hellenic Retail Business Association in collaboration of 'The Economist' and under the auspices of the Greek Marketing Academy is organising its Annual Conference on the 5th of June 2008. They are requesting to place the conference under the auspices of EMAC. There is no financial implication. It would be an opportunity to promote EMAC

5.3 – MTC – Marketing Theory of Challenges in Transition Societies

The University of Zagreb is organising the 2nd International Scientific Conference and is also requesting the endorsement of EMAC for this conference. Here too there is no financial implication.

It was decided to have a stand at those conference in order to enhance the visibility of EMAC. Nina would provide the cost estimation of producing an 'EMAC Banner'.

Gabriele Troilo and József Berács will confirm to Athens University of Economics and Business and University of Zagreb. Gary Lilien, as V.P. External Relations will be informed and will have the final word on these requests.

József Berács stressed the idea to promote EMAC at the national conferences.

5.4 Calendar of National Marketing Conferences

The National Representatives have been asked to send the list of the major national marketing conferences in their countries. Response rate was not very high.

Annex 4a: EMAC 2008 Progress report

Annex 4b: Request from Athens University of Economics and Business

Annex 4c: Request for MTC

Annex 4d: calendar of national marketing conferences

6. Publications

Jan Benedict Steenkamp, V.P. Publications explained that he would step down as V.P. Publications. He has contacted Hubert Gatignon to assess his willingness to stand for this position and Hubert has enthusiastically agreed.

As V.P. Publication Jan Benedict Steenkamp had the responsibility to organise/deliver 5 special sessions at the Annual Conference. An overview of the session can be found in *Annex 5*

Report on IJRM

- As discussed in the October meeting, Jan Benedict has negotiated with Elsevier an increase in their contribution to IJRM to cover part of the deficit. Elsevier has agreed.
- Report on IJRM:
 - The number of download continues to increase – about 20-25% increase
 - The number of submissions is also increasing. However the acceptance rate is low.
 - Quality of submissions remains an issue and which accounts for the high rejection rate

Annex 5a: Report on Publications

Annex 5b: IJRM Statistics

6.1. Report on the 2nd Journal

Jan Benedict reported on the outcome of the standing committee on a 2nd EMAC Journal. The Committee has submitted a preliminary report

He mentioned that he has some concerns with the report as it is now, for several reasons:

- There is clearly a difference between perception and reality with regards to IJRM. The report takes certain perception as given. There is no evidence that this is grounded in reality.
- He does not agree that the quality level for publishing in IJRM should be at a lower level. He made a brief comparison between IJRM and JM & JAMS – JM being the top level and JAMS a level below IJRM. IJRM should not go below JAMS.

Some issues need to be pointed out.

- the need to ensure that the 2nd EMAC journal does not damage IJRM.
- If there's a choice between IJRM & an EMAC 2nd Journal, it may not be economically viable for either of the journals.
- The level of ambition of the 2nd journal is not to the level where IJRM wants to position. It seems to be below a JAMS' level.
- A 2nd journal of lower quality would not be positive for EMAC
- The position of the 2nd journal as defined in the report is not clear. The report shows on one hand the positioning as being the same as IJRM and on the other hand the quality is lower than that of IJRM.

Jan Benedict pointed out that there are quite a lot of national journals with big circulation. He concluded on this point mentioning that even if some of the ideas developed in the report are good, he has nevertheless some major concerns.

Some comments from the members:

- George Avlonitis, President Elect, indicated that in the survey he conducted among EMAC members, IJRM has not scored high marks from the members.
- Sönke Albers also agreed that the report is not clear. He suggested to name 3 persons who would act as 'editor' for the 2nd journal. They would be in a better position to evaluate what kind of research they would want to see published in an EMAC 2nd Journal.

- It was also mentioned that it would take a lot of time for a journal to reach the level of quality IJRM has acquired.

Some other concerns were raised.

- In the contract with Elsevier, it is clearly mentioned that there cannot be another EMAC journal which will be in competition with IJRM
- The difficulty to get enough quality papers. Manfred Krafft questioned whether EMAC will have enough supplies of quality papers for a 2nd journal.

József is of opinion that there is room for a 2nd journal in the EMAC.

George Avlonitis remarked that one of the aims of EMAC is to serve its members in giving them an opportunity to publish their work. Today the message EMAC is giving to a large number of members is either they write papers to publish only in A+ journals or nothing. There is no other option. Hence why not creating a 'JAMS level' journal in Europe.

Jan Benedict argued that there are many low level journals in Europe. Gabriele mentioned that there might be a need to assess and measure the potential market for such a journal.

It was also mentioned that if there is an EMAC 2nd journal, both should go to each EMAC member, consequently there will be no cannibalisation of IJRM.

Gabriele pointed out that in point 17 of the survey – 'the Journal is my first choice in submitting my best work' – received a low mark. Jan Benedict explained this might be due to the competition IJRM faces – high quality papers go to JM and papers of lower quality go to JAMS. He added that in his view the current standing committee on the 2nd journal is not relevant for this type of discussion. He proposed to form a small committee (a stronger one), which will include Hubert Gatignon, to move forward in this discussion.

The current standing committee needs to get some feedback on their report from the Steering Committee.

After this long debate on the 2nd journal, it was agreed in principle to have a 2nd EMAC Journal.

Following decisions were made:

- Give feedback to current standing committee
- Create a small, stronger committee to move forward into the reflection on the 2nd Journal.
- The Steering Committee will present the outcome to the Executive Committee in May.

Annex 5c: Report on 2nd Journal

7. External Relations

In absence of Gary Lilien, V.P. External Relations, József Berács reported the different activities.

There is a proposal from McKinsey to look in areas of interest for both EMAC and McKinsey. A meeting is planned at the Annual Conference in Brighton in May

Annex 6: Report on External Relations

8. Elections

The first round of the 2008 Elections has been launched. There are several nominations to the vacant positions – except for the position of V.P. Publications and National Representative for Brazil.

Followed a short discussion on whether to change the procedure for the election:

- in case of too many candidates for a position, have a ranking procedure and select the first three
- move towards more transparency by giving the names of the candidates standing for the election.

After discussion it was decided

- to keep the procedure as it is
- to tell nominees the names of the other candidates, if asked.

Annex 7: List of nominees for the Election

9. EMAC Chronicle

The EMAC Chronicle was briefly discussed.

Some ideas were put forward:

- The need for a professional editor (for 2010)

- The editor should be independent but a member of the Executive Committee
- EMAC could build a professional body of people for the different activities such as the Newspaper, the Chronicle
- The idea of having an academic to supervise (as an editor) these activities was proposed. He/she would have no real fee but have benefits such as travel expenses etc
- The reputation of the Chronicle should be enhanced.

Annex 8: Chronicle Development

10. EMAC Executive Committee

József mentioned that he is not entirely satisfied with the dedication of the Executive Committee members. He mentioned that being on the Executive committee is 'prestigious'.

Udo Wagner is of opinion that the power of Executive Committee should be diminished and that of the Steering Committee should be increased. There could be only 1 meeting – at the Annual conference.

He proposed to make the Executive Committee meeting more useful, for example by organising the meeting into a more working session, half day plenary session and half day group work in parallel session. The idea was very well received.

National Representatives Guidelines: the updated guidelines for the national representatives would be posted on the EMAC website.

Annex 9a: EMAC Executive Committee

Annex 9b: National Coordinators: Areas of involvement

Annex 9c: National Coordinators guidelines

11. Teaching Portal

Manfred Krafft reported on Teaching Portal. He explained briefly what has been done in 2007 to enhance the portal, such as integrate all abstracts and working papers of the 35th EMAC conference, additional features like logs, dynamic advertising and supporting editor functions were added. However in spite of these improvements, the teaching portal is not functioning properly. Consequently the question whether to continue with the Teaching Portal was raised. The issue is that there is no high commitment from EMAC members.

It was noted that the concept of the Teaching portal is interesting, but it needs someone to champion it and to invest time and effort to make it work properly and well.

Some issues were mentioned:

- No commitment from EMAC members
- Are colleagues willing to share their teaching material with others?
- In many countries the teaching material is in the national language, so it is more difficult to share.
- Issue of the 'branding' of the portal
- Other issues were identified from the survey such as, no visibility of the Teaching Portal

The question on whether to continue with the Teaching Portal was debated:

- EMAC is not currently in a position to make the Teaching Portal function properly, so the option is to stop it.
- Much time and money have already been spent on the teaching portal, so EMAC should continue it.
- If the portal is to continue, it should be done on another format
- Possibility of finding other EMAC members wish to take on this task
- have a simpler version of the portal where there would be only the EMAC proceedings.

Manfred Krafft indicated his wish to be relieved from this task. He is willing to hand it on to another EMAC member.

After the discussion it was decided:

- To relieve Manfred Krafft from this task
- Manfred should upload the 2007 & 2008 conference proceedings, as per his proposal
- The first 2 points in Manfred Krafft's proposal was approved, that is: Updating and publishing of the 2007 & 2008 Proceedings on webpage for a total amount of 600 Euros.

Annex 10a: Report on Teaching Portal 1

Annex 10b: Teaching Portal 2: Suggestions for editors

12. Membership Survey and Strategy

George briefly explained the outcome of the survey.

- There was a very good response rate – about 30% response
- George will present the results at the General Assembly.

Annex 11a: Descriptive Statistics – EMAC survey

Annex 11b: Open-ended response – EMAC survey

Newsletter

Newspage. The March issue will be done as usual. It was also mentioned that Paulina Papastathopoulou will take care of the June Issue of the 13. 13. EMAC

Annex 12: Report on Newsletter

14. Miscellaneous

No point was raised

15. Date and time of Next Meeting:

The date of the next EMAC Steering Committee meetings was announced

- Brussels, October 23, 2007 - 16.00 – 18.00

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

Annexes:

- Annex 1: Minutes of Steering Committee meeting – October 2007*
- Annex 2a: Membership situation*
- Annex 2b: Report on Membership*
- Annex 3: Financial Situation*
- Annex 4a: EMAC 2008 Progress report*
- Annex 4b: Request from Athens University of Economics and Business*
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- Annex 5a: Report on Publications*
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- Annex 9c: National Coordinators guidelines*
- Annex 10a: Report on Teaching Portal 1*
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- Annex 11a: Descriptive Statistics – EMAC survey*
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- Annex 12: Report on Newsletter*