



Executive Committee Meeting

Brighton – 27 May 2008

MINUTES

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

Apologies: Adamantios Diamantopoulos, Andras Bauer, Kristof De Wulf, Claudia Acevedo, Akihiro Inoué, Renana Peres, Rob Lawson, Steven Burgess, Udo Wagner, Delphine Manceau, John Fahy, Kyung Hoon Kim, Maja Makovec Brenčič, Laura Lucia

AGENDA

1. **Minutes of previous meeting - October 2007, Brussels**
2. **Issues requiring decisions**
 - 2.1. Publications
 - EMAC 2nd Journal (*Jan-Benedict Steenkamp*)
 - Ad-hoc Committee report (*Ed Nijssen*)
 - 2.2. Membership - Institutional membership (*Udo Wagner*)
 - 2.3. Future Conferences: 2011 & 2012 (*Gabriele Troilo*)
3. **Issues for reporting and updating**
 - 3.1. EMAC Survey (*George Avlonitis*)
 - 3.2. International Journal of Research in Marketing (*Jan-Benedict Steenkamp, Stefan Stremersch*)
 - 3.3. The Chronicle (*József Berács*)
 - 3.4. External Relations (*Gary Lilien*)
 - 3.5. Financial Report (*Sönke Albers*)
 - 3.6. Conferences
 - Report on EMAC Conference 2009 in Brighton (*Keith Perks*)
 - Report on Doctoral Colloquium 2008 in Brighton (*Tammo Bijmolt*)
 - Arrangements for EMAC 2009 in Audencia, Nantes (*Jean Louis Nicolas*)
 - Arrangements for EMAC 2010 in Copenhagen (*Suzanne Beckmann*)
 - 3.7. Elections 2008 (*József Berács*)
 - 3.8. EMAC Fellows (*Berend Wierenga*)
 - 3.9. Teaching Portal (*Manfred Krafft*)
4. **Any other business**
5. **Date and time of next meetings**
 - Brussels, October 24, 2008, 10:00 – 16:30
 - Nantes, May 26, 2009, 14.00 - 17.00

EMAC EXECUTIVE COMMITTEE MEETING – 26 October 2007 (Attendees in bold)

President	József BERÁCS
Past-President	
President-Elect	George AVLONITIS
Vice Presidents:	
Conferences	Gabriele TROILO
Membership	Udo WAGNER
External Relations	Gary LILIEN
Publications	Jan-Benedict STEENKAMP
Treasurer	Sönke ALBERS
IJRM Editor	Don LEHMAN Stefan STREMERSCHE
Executive Secretary	Nina PAYEN

NATIONAL COORDINATORS

AUSTRALIA	John ROSSITER
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	Paulina PAPASTHATOPOULOU
HUNGARY	Andras BAUER
ICELAND	Halldor ENGILBERTSSON
IRELAND	John FAHY
ISRAEL	Renana PERES
ITALY	Elisa MONTAGUTI
JAPAN	Akihiro INOUE
KOREA	Kyung HOON KIM
NEW ZEALAND	Rob LAWSON
NORWAY	Sven HAUGLAND
PORTUGAL	Claudia SIMOES
SLOVENIA	Maja MAKOVEC BRENCIC
SOUTH AFRICA	Steven BURGESS
SPAIN	Laura LUCIA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Sabine EINWILLER
THE NETHERLANDS	Ed NIJSSEN
TURKEY	Zeynep GURHAN -CANLI
U.K.	Michael SAREN
U.S.A.	Gerard TELLIS

GUESTS

Conference 2008 – Chair	Keith PERKS
DC 2008 Chair	Tammo BIJMOLT
Conference 2009 – Audencia	Jean Louis NICOLAS
Dean of EMAC Fellows	Berend Wierenga

Action Points from Meeting

ACTIONS	WHO	WHEN
Create a Marketing Conference Calendar	National coordinators Nina Payen	July/August 2008
Report on the implementation of ideas for improvement resulting from the standing Committee report on EMAC strategy	George Avlonitis	For October Executive Committee meeting
Increase the number of bursaries from 10 to 20 and advertise it.	Gabriele Troilo	July/August 2008
To form a small committee to examine the feasibility of a 2 nd journal with proposed composition to be approved by the Steering Committee. Upon the presentation of the analysis and conclusion of this small Committee, a GO/NO GO decision should be taken at the Executive Committee meeting in May 2009.	Hubert Gatignon Hubert Gatignon	For October 2008 Steering meeting For May 2009 Executive Committee meeting
Teaching Portal – Final report on the teaching portal A GO/NO GO Decision to be taken at the October meeting	Manfred Krafft	For October Executive Committee meeting
Institutional membership: Decision to be taken at the October meeting	Udo Wagner	Decision to be taken at the October meeting
Implementation of an ‘archive section on the activities of the different V.P functions(the reports from the V.Ps) ‘ in the ‘Members only’ section of the website	Nina Payen	July/August

MINUTES

The President József Berács opened the meeting. He reminded the members on EMAC strategy which was decided at the last Executive Committee meeting last October. EMAC is becoming a large organisation and sometimes difficult to manage. The task of the national coordinators is crucial to EMAC; they play an important role as representative of EMAC in their country but also in their involvement in the internal activities of EMAC. The Scientific Committee should be supported by the national coordinators.

József also mentioned two changes in the agenda:

- Due to the absence of Udo Wagner, Point 2.2 – membership will be postponed to the next Executive Committee meeting in October in Brussels.
- Point 3.6 – Keith Perks, Chair of the 2008 EMAC Conference will report on the conference at the beginning of the meeting.

Point 3.6 – Report on EMAC 2008 Conference – Brighton

Keith Perks, Chair of the EMAC 2008 Conference reported on the conference.

Some figures:

No: of papers submitted: 720

Papers accepted: 408 (56% acceptance)

Final programme: 401 papers in 101 sessions.

Doctoral Colloquium received 117 applications and 45 outstanding doctoral students were selected for the colloquium.

This year's colloquium had 5 tracks – two for the beginners track and 3 advanced tracks.

Managing the review process

The review process, decision making and notification to authors were done in a timely manner. All deadlines were met through careful planning.

Best Papers

- Best Paper based on a doctoral dissertation: There were 110 applications, from which a shortlist of 10 were selected for the EMAC bursaries.
- Best paper in the Social Marketing – was selected by the chairs of the Public and Non-profit track and the 'Ethics and Social Responsibility track and by Professor Jeff French from the National Social Marketing Centre.
- Best Paper in the Consumer Behaviour track: - was selected in a shortlist of 10 papers from 60 were selected by the track chair and Keith Perks

Managing the conference organisation process

Keith briefly described some important points that helped managing the conference organisation process

- Early recruitment of reviewers via the website (June 2007)
- Control over reviews, decision on papers and allocation of papers to sessions
- Very specific and clear guidelines for submission of papers
- Creation of guidelines for presenters and session chairs
- Give good visibility for the conference - Advertise on ELMAR and link to other conferences or associations.

(Annex 8: Report on EMAC 2008 Conference)

1. Minutes of previous meeting - October 2007 Brussels

József Berács indicated that all actions from the meeting were completed, except for the involvement of National Coordinators in EMAC activities.

He also mentioned that he would like to create a Marketing Conference Calendar with input from national coordinators. This was approved.

No other comments were made. The minutes were approved.

Annex 1: Minutes of Executive Committee Meeting - October 2007 Brussels

2. Issues requiring decisions

2.1. Publications

József Berács gave a brief summary of the different EMAC publications – IJRM, The chronicle, the Newsletter, Teaching Portal. He reminded that the teaching portal was meant to be a resource for teaching activities. However the portal has not really been successful. Regarding IJRM, he mentioned that the possibility to have a second journal. This issue has already been discussed and was again on the agenda at the last Steering Committee meeting in March 2008 in Brussels. After a long debate on this subject the Steering Committee members agreed in principle to have a 2nd EMAC Journal.

EMAC 2nd Journal

Jan-Benedict Steenkamp rectified one point - at the March meeting the Steering Committee decided on a set of principles that are needed to guide the committee to see whether a second EMAC journal would be viable. However the following points need to be noted:

- there need to be a clear separation between IJRM and the 2nd journal
- these activities, including the procedure for a new journal take place under the responsibility of the V.P. Publications
- If there is a 2nd journal, EMAC would not want to make it an option otherwise both journals would not be viable.
- Quality positioning is a major aspect which should not be overlooked.

He recognised the fact that a significant number of members seem to be in favour of a second journal. Hence the Executive Committee should examine carefully all the points mentioned above. He restated the fact that he is not in favour of a second journal. However should there be a second EMAC journal, it should be of the JAMS quality or even higher;

The Steering Committee has agreed on the principles mentioned above and the new V.P. Publications Hubert Gatignon would examine this.

Ad-hoc Committee Report

Ed Nijssen, team leader on the standing committee on the 2nd journal reported on the outcomes of the standing committee. He thanked all the team members who have spent time and effort in the discussions. He briefly explained their approach. He explained that they decided for a lower positioning than the IJRM as it may be difficult for a new journal to achieve a high positioning on the outset. The outcome of the report comforts the EMAC survey on the members wish for a second journal.

Several points were highlighted:

- Importance that there is no cannibalization of IJRM
- Cost of a second publication: the VP publications needs to take this into consideration
- Need for a separate positioning for the second journal

- As more information is needed to better appreciate the feasibility of a second journal, possibility of making a special survey to gather all necessary information.
- Title issue: the title 'IJAM' was proposed as a possible title for a second journal.
- There are a lot of EU journals but these have not developed and are of a lower level and so there might be a place for a second EMAC journal.

Sönke Albers reminded the members some important points which should not be overlooked:

- Financial aspects: Today Elsevier gives 32000 Euros as guaranteed royalty fee to EMAC for IJRM. EMAC on the other hand support the IJRM editorship for a total amount of 3500 Euros. The question is – what would be the offer by Elsevier for another EMAC journal.
- It is important to note that there is a clause in the contract with Elsevier that EMAC cannot set up a journal competitive to IJRM.
- And finally it seems quite difficult to offer the 2nd journal for free. EMAC is already paying 52 Euros for IJRM to Elsevier.

Don Lehmann, IJRM editor, added some other points to the discussion:

- The notion of 'Model' journal for IJRM is incorrect
- As the AMA case is taken as an example it should be noted that if AMA has approximately 9 journals, only 2 are of importance and they are competing with each other.
- A second EMAC journal will in one way or the other cannibalise IJRM
- If the 2nd journal is positioned at a lower level, it will not work.

One issue to highlight: There were opinions that discussions and decisions at the Steering Committee are of a confidential nature and should not go public as long as it has not been voted and approved by the Executive Committee. Hence the discussion on the second journal in the Steering Committee should not have gone public. According to others the democratic discussion on this subject should be open to all members as it started ten years ago.

Jan Benedict Steenkamp made a proposal

- Create a small committee under the leadership of the V.P. Publications to examine the feasibility of a second journal, to see whether there is a market for such a journal
- Based on the outcome of the small committee the Executive committee will vote on a GO/NO GO.

He however reiterated the fact that he is not in favour of a second journal.

Berend Wierenga mentioned that it is necessary to get a solution on this subject. There are 3 options:

- A GO – which would not be a good solution right now as there is not enough information available to make such a decision
- A NO – then the process must be stopped immediately
- A ON option – which is not a definitive GO but gives the possibility to further investigate before taking a final decision.

Followed a long discussion on the need of a second journal for EMAC. After this extensive debate and in a effort to proceed in a more dispassionate and scientific way, Gary Lilien suggested the Steering Committee to investigate more on the feasibility of a second journal and come up with a proposal.

To conclude on this subject it was decided that Hubert Gatignon, as V.P. Publications, would form the small committee to further explore the feasibility of the second journal. He would

propose the composition of this committee to be approved at the October Steering committee. He would then present the work of the committee and its conclusions to the Executive Committee in May 2009. A final go/no go decision should be made then by the Executive Committee.

Annex 2: Ad-hoc Committee report – 2nd Journal

2.2 Membership – Institutional Membership

In absence of Udo Wagner, József Berács reported on the membership situation. He thanked Udo Wagner for his work. EMAC has now reached 1000 members. In absence of Udo, the point on institutional membership is postponed to the October meeting where a decision will be taken on this subject.

Annex 3a: Membership Situation

Annex 3b: Report on new types of membership

2.3 Future Conferences

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

- 2011 Conference: University of Ljubljana has officially sent in their letter of intent to host the 2011 conference. They will be invited to present at the October meeting.
- 2012 Conference: EMAC has received 3 declarations for hosting the 2012 conference.
 - University of Bern, Switzerland
 - Mannheim University, Germany
 - ISTCE, Lisbon, Portugal

3. Issues for reporting and updating

3.1 EMAC Survey

George Avlonitis thanked all members who have participate din the EMAC survey. 250 members responded to the survey, which is approximately a response rate of 30%.

The results showed some interesting points as described below:

- Reasons for joining EMAC – attendance of conference and networking opportunities were the main reasons, then the value for money.
- Conference satisfaction – the social aspect of the conference, networking and value for money on top of the academic content were the most important aspects of the conference
There seems to be a need to create social event to improve furthermore the networking opportunities, creating hence more value for money.
- IJRM- The results of the survey showed that IJRM is a prestigious journal. However it might not be the first choice for the EMAC members - which seems a bit controversial.
The members found that the journal is too much focused on Modeling.

The survey also highlighted several issues and some suggestions were made:

- Too high conference fee
- Fewer delegates will make the conference more ‘reachable’
- More papers of high quality
- Better timing for the conference – last week of May tends to clash with classes.
Suggestion to move into June.

Feedback form the Executive Committee members

- Stefan Stremersch questioned some of the qualitative feedback of the survey.
- Regarding the timing issue, Jan Benedict Steenkamp pointed out that the Marketing Science conference is in June as well as some summer classes. As for July which might be more convenient for U.S. people, it clashed with holiday period in Europe; Suzanne C. Beckmann concluded the discussion of this issue mentioning that it is currently difficult to plan the dates of the conference as each country has its own schedule. If there is a convergence for classes and exams across Europe in the future, the planning of conferences will be much easier.
- Conference fee
 - o Price of EMAC Conference is more or less the same as that of the Marketing Science Conference, yet Marketing Science generates a surplus of approximately 60.000 USD. Sönke Albers pointed out that Marketing Science is financially responsible for the conference whereas in the case of the EMAC conference, the conference host holds the financial responsibility.
 - o Zeynep Gurhan Canli, national representative of Turkey mentioned that for some countries such as Turkey and some emerging countries the fee remains an issue. She suggested that EMAC considers a reduced price for delegates coming from these countries.
 - o Another suggestion was to have different prices –
 - 1 price for the full conference and
 - a reduced price for delegates attending the conference without the social events.
 - Possibility of a reduced fee for students
- Reduce the cost of the conference by making it a 3 day conference instead of a 4-day, this will at least save one night hotel.
- Improve the conference by adding more parallel sessions.

To answer the question of the conference Gabriele Troilo stressed the fact that EMAC is decreasing the conference fee by 10 Euros per year. Unfortunately EMAC is not communicating it. EMAC is also subsidizing on one hand the Doctoral Colloquium students who attend the main conference – EMAC covers 50% of the fee; on the other hand EMAC give s10 bursaries for PhD students. It was mentioned that this number could be increased. It was unanimously agreed to increase the number of bursaries to 20. Gabriele will advertise it.

On the question of different fee structure for the conference it was decided that EMAC will continue with only 1 price as the social events are considered to be an important aspect of the conference.

George Avlonitis concluded on this point by stating that at the next Executive Committee meeting in October in Brussels he will present the outcomes of the standing Committee on EMAC strategy, which will be based on the results of the survey; some of the ideas for improving EMAC conferences will also be discussed then..

George pointed out that the material of the survey is available and can be considered as material for analysis. George will report the results for the survey at the General Assembly.

Annex 4a: EMAC survey – Open ended responses

Annex 4b: EMAC survey – Descriptive Statistics

Annex 4c: Shaping EMAC Strategy

3.2 IJRM

Stefan Stremersch and Don Lehmann reported on the IJRM.

Stefan highlighted the following points:

- IJRM is a top level journal
- The review process has improved considerably
- Submission is growing
- The impact factor has increased but remains stable
- Rejection rate remains high
- Increase in the number of downloads
- Increase in budget due to increase in support from Elsevier and for a small part from EMAC
- In general IJRM is in financially healthy situation

3.3 The Chronicle

József Berács reported on the Chronicle. The 3rd issue is now available to all members. He indicated that in his role of past-president he will carry out the task of editorship together with George Avlonitis and Nina Payen for the next year, but would then hand over this task.

One main comment was made: the Chronicle is a 'nice-to-have' but is too expensive. The money spent on the Chronicle could be used to more value added activities for EMAC members. The counter argument expressed was that 4 Euros per copy, sending to past, present and future members is really a value for money from marketing perspectives. It has a great potential for EMAC members after further development. After a short discussion on whether to continue the Chronicle, it was decided to continue for one more year, then organize a survey to get the members' feedback and see then how to proceed in the future.

Annex 5: Chronicle Development

3.4 External Relations

In regards to the lack of time, Gary Lilien, V.P. External Relations referred to his report which he made for this meeting.

He briefly reported on the meeting he had with Mr Tjark Freundt and Lars Fiedler of McKinsey, meeting which was also attended by József Berács and Nina Payen. The meeting was scheduled upon the request of the McKinsey people.

The objective of the meeting is to identify the possibilities of cooperation between EMAC and McKinsey. John Rossiter would like to know more about the real motive of McKinsey in looking for cooperation with EMAC. Gary Lilien will draft a report of the meeting which will be included in the minutes of the Executive Committee meeting.

Annex 6a: Report on External Relations

Annex 6b: Report on Meeting with McKinsey

3.5 Financial Report

Sönke Albers, EMAC Treasurer, reported on the EMAC financial situation. EMAC is in a healthy financial situation. It has some money which it can invest. He invited the members to make good and sound proposals, if any, in which EMAC can invest; he would be happy to look into these proposals. He reminded the members that EMAC is already investing money in

- Bursaries to PhD students attending the EMAC conference - the number of bursaries this year has increased to 10 PhD Students
- Support of 50% of the conference fee to Doctoral Colloquium students who are attending the conference.

However Sönke mentioned that EMAC should not overlook the financial burden if the project of the 2nd journal goes ahead.

The high cost of the Chronicle was also raised - 16.000 Euros per year. This money could be used in a more 'added-value' way, for example giving more support to PhD students.

József added that to reduce the cost of the Chronicle, an option could be to produce less copies in the future, send printed copies only to current members and to make an electronic version.

No further comments were made and the financial accounts were approved.

Annex 7a & 7b: Financial Situation

3.6 Conferences

Report on EMAC Doctoral Colloquium in Brighton

Tammo Bijmolt, Chair of the Doctoral Colloquium reported on the 20th doctoral colloquium.

Some figures which are explicit:

- 117 submissions
- 45 accepted in 5 tracks
- this year there was one additional Beginners track – which makes 2 beginners track and 3 advanced tracks.
- 12 different countries represented which gave a very good mixed of participants
- a good international audience

Some improvements for next year:

- The plenary session on Academic Writing which was scheduled only for the beginners track would also be planned as plenary for all tracks.
- there is a need for another advanced track
- possibility for another beginners track can be envisaged
- it would be more appropriate to cover for 3 nights hotel accommodation for faculty (instead of 2 nights) as most faculty members do need to come the day prior to the Doctoral Colloquium.

Report on the 2009 EMAC Conference in Nantes

Jean Louis Nicolas briefly reported on the progress of the conference

- The website has been created and will be online in June
- The list of tracks have been completed and all track chairs have been identified and have agreed to be part of the track chair and reviewing process
- Logistics preparation in under way; 900 hotel rooms with a good range of price have been pre-booked in Nantes
- Social events – opening ceremony, gala dinner have been arranged.

Annex 9: Report on EMAC 2009 conference - Nantes

Report on the 2010 EMAC Conference in Copenhagen

Suzanne C. Beckmann reported on the 2010 conference. Due to the time constraints, she referred to the report she has prepared for the meeting. All information can be found in the report. She is currently working on the budget.

Annex 10: Report on EMAC 2010 Conference – Copenhagen

3.7 Elections 2008

József Berács announced the results of the 2008 Elections.

1 new country has joined the Executive Committee- Croatia

Vice- President

External Relations	Gary Lilien
Membership	Udo Wagner
Publications	Hubert Gatignon

National Coordinators

Austria	Adamantios Diamantopoulos
Belgium	Luk Warlop
Brazil	Claudia Acevedo
Canada	Susan Reid
Croatia	Durdana Ozretic Dosen (New country)
Finland	Kristian Möller
France	Wolfgang Ulaga
Germany	Manfred Krafft
Japan	Hirota Aoki
New Zealand	Rob Lawson
U.S.A.	Roland Rust

Gary Lilien proposed to reconsider the procedure for the election He suggested a run-off election for any Executive Committee. Office in the event of no majority which would be a simple and good way to ensure that an Executive Committee member has at least a majority of votes cast. It was decided to discuss this issue at the next Steering Committee in October in Brussels.

Annex 11: Results of Elections

3.8 EMAC Fellows

Berend Wierenga reported briefly on the EMAC fellows activities

- The new EMAC Fellows Constitution has been drafted
- The EMAC Fellows will hold their annual meeting in on Thursday 29 May 2008
- He will bring up the issue of the 2nd Journal at the meeting.

3.9 Teaching Portal

Manfred Krafft reported on the Teaching Portal. He have an overview of what has been done so far and what he intends to do in the future.

To date

- all abstracts and working papers have been uploaded
- an improved version of the portal with additional features has been developed
- a list of potential area editors has been identified

- a compilation of a database with extensive contact details of all German marketing departments has been developed; this can also be used to promote not only the portal but EMAC in general.

The issues encountered so far are:

- the portal is not used
- lack of area editors

Manfred indicated that he will not continue with this task. It was generally agreed that a fundamental decision needs to be taken - either GO or a NO GO decision. The portal will not fly if there is no content in it. As such it does not provide value.

After a short discussion, József Berács proposed that Manfred makes a new report. to give more information on the feasibility of the portal. A decision will then be taken at the October meeting.

4. Any other business

József Berács insisted on the important role of the national Coordinators. He mentioned that all national coordinators should report at the end of their 3 year function. Gary Lilien fully supported their send-of-term reporting. He added that EMAC should maintain an archive section for each 'function' represented at the Executive Committee. This could be created in the members only section. This would give the opportunity for newly elected VPs but also to other Executive Committee members to learn what has been done/discussed in a particular function of the Executive Committee

5. Date and time of next meetings

- Brussels, October 24, 2008 10:00 – 16:30
- Nantes, May 26, 2009 14.00 – 17.00

The President thanked all members of their attendance and closed the meeting.

ANNEXES:

Annex 1: Minutes of Executive Committee Meeting - October 2007 Brussels

Annex 2: Ad-hoc Committee report – 2nd Journal

Annex 3a: Membership Situation

Annex 3b: Report on new types of membership

Annex 4a: EMAC survey – Open ended responses

Annex 4b: EMAC survey – Descriptive Statistics

Annex 4c: Shaping EMAC Strategy

Annex 5: Chronicle Development

Annex 6a: Report on External Relations

Annex 6b: Report on Meeting with McKinsey

Annex 7a & 7b: Financial Situation

Annex 8: Report on EMAC 2008 Conference

Annex 9: Report on EMAC 2009 conference - Nantes

Annex 10: Report on EMAC 2010 Conference – Copenhagen

Annex 11: Results of Elections