



## Steering Committee Meeting

Brussels, October 23, 2008

**Present:** József Berács, George Avlonitis, Udo Wagner,  
Hubert Gatignon, Gary Lilien, Nina Payen,

**Apologies:** Gabriele Troilo,

### ***AGENDA***

1. Approval of the minutes of the Steering Committee Meeting – March 2008 – Brussels
2. Membership – Udo Wagner
3. Publications – 2<sup>nd</sup> Journal – Hubert Gatignon
4. New Editor Search Committee - Hubert Gatignon
5. Proposal for a permanent editorial assistant - Hubert Gatignon
6. Elections – Change in procedure – Gary Lilien
7. External Relations – EMAC McKinsey Marketing Dissertation Award – Gary Lilien
8. EMAC Strategy – George Avlonitis
9. Miscellaneous
10. Date and time of next meeting

## ACTION POINTS

<b>ACTIONS POINTS</b>	<b>WHO</b>	<b>WHEN</b>
<b>MEMBERSHIP</b>		
<p><i>Special Interest Group – Heads of Marketing department</i></p> <p>Decision taken to create a special interest group of the Heads of Marketing department under V.P. Membership portfolio</p> <p>Next meeting: at EMAC 2009 Conference, Nantes</p>	Udo Wagner	For meeting in Nantes
To ask national representatives to provide a list of heads of department	Nina Payen	November 2008
<p>To encourage members to form other special interest group</p> <p>To send Note to EMAC members</p> <p>EMAC can subsidise to a small extent financially, if necessary,</p>	Udo Wagner	
<p>To offer a 50% discount on the membership fee for all PhD students</p> <p>EMAC subsidise the remaining 50%</p> <p>To be implemented for the Nantes Conference</p> <p>To inform Conference Host</p> <p>To update fee structure for Nantes Conference</p> <p>To update fee structure for EMAC membership 2010</p>	<p>V.P. Conference</p> <p>Nina Payen</p>	Immediate
<b>PUBLICATIONS</b>		
<p><i>2<sup>nd</sup> journal</i></p> <p>To prepare a progress report for next Steering Committee</p>	Hubert Gatignon	For Steering Committee meeting – March 6, 2009
<p>Proposal for permanent editorial assistant She (Cécilia Nalagon) would be employed by Erasmus and Erasmus would have a contract with EMAC for the delivery of the editorial assistant.</p> <p>Steering Committee agreed on the principle.</p> <p>Hubert Gatignon to initiate the talk with Erasmus</p>	Hubert Gatignon	For Steering Committee meeting – March 6, 2009
<b>EMAC STRATEGY</b>		
<p>To implement an ‘Distinguished marketer of the Year award</p> <p>Gary to look into the feasibility and to put down some ideas/guidelines</p>	Gary Lilien	For Steering Committee meeting – March 6, 2009
<p>Special session/debate with professionals at EMAC 2009 conference in Nantes</p> <p>Gary Lilien and Hubert Gatignon to look into this possibility</p>	Gary Lilien Hubert Gatignon	For Steering Committee meeting – March 6, 2009

## MINUTES OF MEETING

George Avlonitis, EMAC President thanked the members for their attendance.

### 1. Approval of the minutes of the Steering Committee meeting - 7 March, 2008

No comments were made; the minutes were approved.

*Annex 1: Minutes of Steering Committee meeting – March 2008*

### 2. Membership

#### *Institutional Membership*

George Avlonitis mentioned that the question of institutional membership has raised a lot of debate over the last year. It is now time to take a Go/No Go decision on this subject. Udo Wagner V.P. Membership presented the report and explained briefly his proposal. He went into more details on the outcome of meeting of Heads of Marketing Department which took place in Brighton at the last EMAC conference. Based on the ideas and suggestions, 2 proposals were made:

- create a special interest group for the Heads of Marketing , which is quite easy to implement, but a No Go for institutional membership
- create the special interest group and implement the institutional membership

Sönke Albers mentioned that if the institutional membership model 2 proposal (*in italic below*) as described in the Heads of Marketing meeting report was to be considered, then EMAC needs to take into account the legal issues with Elsevier

*2<sup>nd</sup> Model: The department pays a fixed fee and all members benefit for the EMAC membership, but only 1 -2 IJRM subscription for the department.*

*However members of the department who attend the conference become full 'individual' members*

The ANZMAC model – as suggested by Graham Hooley who was chairing the Heads of Marketing meeting was brought into the discussion as a possibility for EMAC

It was also stressed out that institutional membership should not cannibalise the EMAC individual membership. More activities should be created as benefits to institutional membership.

Hubert Gatignon made a few comments:

- what are the benefits that departments would get from paying an institutional membership
- identify how much departments are willing or are able to pay for institutional membership

Gary added that it is important to separate the 2 ideas, namely the Heads of Marketing group and the institutional membership. In his opinion the Heads of Marketing group is a real value for EMAC. It constitutes also an attractive membership benefit. It is a 'winner' initiative. And if within that group they identify the need for an institutional membership, then definitely EMAC needs to consider it.

George mentioned another idea which came out of the meeting in Brighton – the creation of a V.P. Research within EMAC Executive Committee. In the short term this would either be under the umbrella of the 'EMAC Fellows' or could be integrated in the portfolio of Membership.

Sönke Albers concluded this discussion by adding that EMAC could allow all members to create other special interest groups which would be of interest to all members. A special call should go out to all EMAC members explaining this initiative.

After some discussion it was decided to create a special interest group of Heads of Marketing which would meet at the EMAC conference. This special interest group could be a 'free' benefit at the beginning. However EMAC can look into the possibility of charging a small fee to be part of this group. A benefit analysis needs to be made next year.

Gary will share for information purposes the bylaws and protocol of Informs regarding special interest group.

This initiative was considered as an excellent initiative and unanimously approved. Udo Wagner will present this proposal to the Executive Committee on the 24<sup>th</sup> October 2008 for approval. He will also request input from the national representative to create an up-to-date list of the Heads of Marketing in their respective countries.

### ***Loyal Members***

Loyal members were another point in Udo Wagner's report. He proposed a discount scheme for members with several years' membership.

Udo mentioned that due to the drop in attendance at the Brighton conference, EMAC should expect a decrease in membership for 2009. Consequently there is a need to boost up membership for next year if EMAC wants to maintain the 1000 members.

A suggestion was made to offer a 50% discount on membership fee for PhD students, this in an effort to stimulate further membership and also bring more new young members to EMAC. Hubert Gatignon was in favour of this idea in principle, mentioning a good case can be made to support this initiative.

Other members also supported this idea.

József Berács suggested another idea – to offer a life time membership to loyal members – members who have a 25 years membership at EMAC. This was considered not really a loyalty scheme but more of recognition to the loyal members, more like an 'Emeritus'.

Sönke suggested that for the PhD students discount fee, a 10 Euros for only an online access to the journal could be negotiated with Elsevier. Hubert was of opinion not contact Elsevier yet, but to stick to the 50% discount on membership for PhD students.

Decision on the 50% discount on the membership fee for PhD students was approved and it was decided to implement it for the Nantes Conference. The conference host will be informed.

Udo Wagner will present this proposal to the Executive Committee for approval.

*Annex 2a: Membership situation*

*Annex 2b: Report on Membership*

*Annex 2c: Report on Heads of Marketing group meeting*

## **2. Publications**

Hubert Gatignon, V.P. Publications reported on the project of the 2<sup>nd</sup> Journal. At the last Executive Committee meeting he was requested to form a small committee to examine the feasibility of a 2<sup>nd</sup> EMAC journal with proposed composition to be approved by the Steering Committee.

Here below is his proposal:

### ***Composition of Committee for Assessing Potential of Second EMAC Journal***

*Names proposed to be part of the committee:*

*Hubert Gatignon (Chair)*

*Lutz Hildebrandt*

*Gilles Laurent*

*Ed Nijssen*

*John Saunders*

*Berend Wierenga*

*According to the conclusions in the minutes of the Executive Committee of May 27, 2008, the task of the committee is to analyze the feasibility and to develop a feasible business plan that would reflect the*

*principles which have been agreed and which are (1) a positioning separate from IJRM to avoid cannibalization, (2) a high quality journal as reflected by positioning and editorial choice processes (including reviewing processes), (3) under the umbrella responsibility of the V.P. Publications and (4) not part of the EMAC membership at the current price of membership. The Committee will be asked to submit the conclusions and proposal for a final GO/NO GO decision to be made by the Executive Committee of May 2009.*

József Berács then gave a brief historical overview of the EAMC 2<sup>nd</sup> Journal proposal. Gary Lilien stressed the fact that there is a need now to focus on the 'task' as agreed at the last Executive Committee meeting.

It was agreed that Hubert Gatignon will provide a progress report at the next Steering Committee meeting in March 2009. George Avlonitis added that the committee as proposed by Hubert is a very capable one and would be able to come up with a good plan for decision making in May 2009 at the Executive Committee meeting.

All members agreed with Hubert Gatignon's proposal.

### **3. New Editor Search Committee**

As V.P. Publications, Hubert Gatignon explained that the term of office for IJRM editor will end by December 2009. Both editors Stefan Stremersch and Donald Lehmann has expressed their wish to step down as IJRM editors. Hubert Gatignon will constitute a committee for editorial search for IJRM. Below is his proposal:

#### ***Composition of Committee for Editorial Search for IJRM***

*Hubert Gatignon (Chair)  
Jan Benedict Steenkamp  
Bruce Hardie*

All members agreed with the proposal.

### **4. Proposal for a permanent editorial assistant**

Hubert Gatignon explained that as EMAC is about to start the search process for the next IJRM editor, it is the right moment to think about the editorial assistant. The level of activity of the journal has become such that it is important to have a permanent editorial assistant. This would make the editorial transitions easier and would smoothen the editorial process. Hubert mentioned that Cécilia Nalagon, the current editorial assistant has expressed her desire to stay on as an editorial assistant to the new editors' team, in combination with a 1 day work with Erasmus. The proposal is that she would be employed by Erasmus and Erasmus would have a contract with EMAC for the delivery of the editorial assistant.

Hubert requests the agreement of the Steering Committee to pursue this initiative.

The remark on this situation is that it seems awkward to have a person working for a job at a university other than where the Editor is based.

2 points were mentioned:

- in the past the editorial assistant was renegotiated each time at the new editorship. The current proposition is requesting to have a 'system' in place
- the issue is whether EMAC is willing to have an agreement for subcontracting, the 'editorial assistant' job.

It was also mentioned that the editorial assistant function is more 'technology' based and could be done at a location other than that of the editor. Hubert requested an agreement on the principle from the Steering Committee. He still has to talk to Cécilia, and then to the University, which would obviously take some time.

The Steering Committee agreed on the principle and Hubert would initiate the talk with Erasmus.

*Annex 3: Proposal for a permanent editorial assistant*

## **5. Elections Procedure**

Further to the discussion on the election procedure at the last Executive Committee meeting in Brighton Gary Lilien, V.P. External Relations, made a proposal for a small but important change in the elections procedure. This is potentially very important in case of more than two nominees (as occurred several times during the most recent elections). Gary mentioned that a runoff election is a simple and clean way to be sure than any Executive Committee member has at least a majority of the votes cast.

He also raised the question in his note on whether, since EMAC member is essentially “thrust” upon people who attend the Conference (whether they want to be members or not), EMAC is not entrusting the leadership of the Academy to individuals who have no background, stake or interest in it or its governance.

After a short discussion it was decided to keep the current situation but clarify what the ballot is (Point 5.4 in the statutes) incorporating the suggestion made by Gary. No further action needs to be taken.

*Annex 4: Elections 2009*

## **6. External Relations**

Gary Lilien, V.P. External Relations reported on the EMAC McKinsey Dissertation award.

This initiative has moved quickly and efficiently. All is in place for the paper submission. Hubert Gatignon is the chair of the jury which will be composed of 2 EMAC members and 2 McKinsey representatives. More details can be found in the report of the V.P. Publications.

*Annex 5: Report on External Relations*

## **7. EMAC Strategy**

George Avlonitis presented his strategic report. Based on the outcome of the survey and the examination of the best practices of other top academic bodies in the marketing field, the strategic report aimed at suggesting some actions that need to be taken over the next 3 to 5 years in 3 basic areas – conferences, publications and other services

### *- Conferences*

To improve the overall satisfaction of the annual conference and increase its value for money, the following factors impacting the conference should be taken into consideration:

- Improve networking opportunities

The amelioration of networking opportunities should constitute one of the top priorities in EMAC strategy.

Suggestions to improve networking opportunities by:

- Organising small thematic conferences to give room to fresh and new ideas and but also to attract new members.
- Creation and implementation of special interest groups during the annual conference.
- Revise and upgrade the review process.
- Improving the quality of sessions.
- Organise social events at the conference. This is signalled as an important factor influencing members’ satisfaction. Social events lead to more networking opportunities.

However it is important to mention that organising social event is quite expensive and hence conference host should secure sponsorship.

Hubert Gatignon proposed to look into the review process in an effort to improve the quality. Together with Gabriele Troilo he would examine the guidelines for authors, reviewers and track chairs.

It was suggested to reduce the number of reviewers but increase the number of papers for each reviewer. One suggestion was to give some incentive for the reviewers, like for example some discount on the conference fee, but this idea was not approved.

#### *- Publications*

##### 2<sup>nd</sup> EMAC Journal

As mentioned in his report Hubert Gatignon V.P. Publications will form a committee to examine the feasibility of a 2<sup>nd</sup> journal.

##### Newsletter

Upgrade the Newsletter in terms of structure and information. Already one action has been taken – EMAC has moved from the Newpage to the Newsletter with a new format and an Editorial board.

##### Chronicle

József Berács has agreed to remain Editor of the Chronicle for one more year. The Chronicle has been improved in its structure and content, incorporating among other things the ‘Thought Leaders’ section.

##### Other Services

###### Website

- the website has an impact on the general satisfaction of EMAC members. There is a need to improve its functionality and usefulness.

It was suggested to work on the ‘reasons’ to go to the website. This will definitely increase its usefulness.

###### Teaching Portal

Should this service be kept alive, the Teaching Portal should be more visible and useful to EMAC members. Manfred Krafft will report on the Teaching Portal at the Executive Committee meeting.

##### Other proposed initiatives

- Develop closer relationships between EMAC and the business community. Gary Lilien explained that EMAC external relations has traditionally been more of the ‘exclusive’ type rather than inclusive.

George mentioned that welcoming some businessmen in EMAC, for example organise panel sessions with practitioners at the annual conference, would be interesting and valuable. It would be an interesting to see some well know CEOs on panel sessions. It will give the conference a bit of ‘business flavour’.

One suggestion would be to organise special sessions/debate with marketing professionals. This would be left to the responsibility of the EMAC V.P. Conferences and the conference host.

Hubert Gatignon made 2 suggestions:

- o Organise an academic session on the topic of the financial crisis and Marketing (which is most relevant in this current financial crisis situation), for example a special session in Nantes on ‘Marketing in time of recession’
- o Bring managerial /CEOs in the session

Gary Lilien and Hubert Gatignon will look into this possibility.

- Create a ‘Distinguished Marketer of the Year to be presented at the annual conference. This could be an initiative worth doing. Gary Lilien mentioned that AMA Educators award is mainly linked to publishing. He added that a ‘Distinguished Marketer Award could be done through, for example, citations. He will look at the protocol used for the McGraw Hill educator award;

Gary will put down some ideas/guidelines and George Avlonitis will then move the project forward.

- Salary Survey

Another initiative could be for EMAC to conduct a salary survey for marketing academics. The objective would be to provide an average salary at all ranks.

However this seemed to be quite difficult to do and the question is whether it is for EMAC to conduct such a survey.

It was mentioned that salary structure differs from country to country, for example in Greece and Austria the Government fixes the salary.

One way to go ahead with this initiative would be to conduct a survey on the average starting salary.

Sönke Albers suggested that the Heads of Marketing group could look into this. It would be one item which would be on their agenda for their next meeting. This suggestion was approved.

- Job market

For the last 2 years EMAC has organised a job market at the annual conference. This has been done in an informal way. However EMAC has a process in place. The issue of whether to formalise the jobmarket was raised. After a brief discussion on the subject it was agreed to continue this initiative on the informal basis – as it is now currently done.

*Annex 6: Strategy Report*

**8. Miscellaneous**

No points were raised

**9. Date and time of Next Meeting:**

The date of the next EMAC Steering Committee meetings was announced

- Brussels, March 6, 2009 – 10.00 – 16.30

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

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**Annexes:**

*Annex 1: Minutes of Steering Committee meeting – October 2007*

*Annex 2a: Membership situation*

*Annex 2b: Report on Membership*

*Annex 2c: Report on Heads of Marketing group meeting*

*Annex 3: Proposal for a permanent editorial assistant*

*Annex 4: Elections 2009*

*Annex 5: Report on External Relations*

*Annex 6: Strategy Report*