



Steering Committee Meeting

Brussels, March 6, 2009

Present: József Berács, George Avlonitis, Udo Wagner,
Hubert Gatignon, Gabriele Troilo, Sönke Albers, Nina Payen

Apologies: Gary Lilien

AGENDA

1. Approval of the minutes of the Steering Committee Meeting – October 2008 – Brussels
2. Membership – Udo Wagner
3. Reporting from V.P.Publications – Hubert Gatignon
 - Progress Report on 2nd Journal
 - New Editor Search Committee
 - Teaching Portal
 - Reviewing Process (Gabriele Troilo)
4. Elections 2009 – George Avlonitis
5. Conference fee – 2010 – George Avlonitis
6. Financials – Sönke Albers
7. Proposal for EMAC Award – George Avlonitis
8. The Chronicle
9. Miscellaneous
10. Date and time of next meeting

ACTION POINTS

ACTIONS POINTS	WHO	WHEN
Conferences		
EMAC Conference Decision was taken to send an information note to all EMAC members to clarify the 3 different session types at the EMAC Conference – Tracks, SIG and Special Sessions	Gabriele Troilo	Immediate
2010 Conference Fee The fee is set at 480 Euros. Decision to communicate to Suzanne Beckmann	Gabriele Troilo	Immediate
Reviewing Process In an effort to increase the quality of the reviewing process, to implement an evaluation of reviewers by track chair as of the 2010 conference	Gabriele Troilo	
EMAC Regional Conference To discuss with Andras Bauer the possibility of the MTC conference to be an 'EMAC Regional conference'	Gabriele Troilo	To report at next meeting
Membership		
To do a breakdown of missing members from 2008 & 2009 conferences and sent to the respective national representatives for follow up.	Nina Payen	Immediate
To implement after each conference- To send the list of conference delegates from each country to the respective national rep for follow up	Nina Payen	
To check if all members of the Executive Committee are in order of membership	Nina Payen	Immediate
Publications		
2 nd Journal To contact Elsevier for a quote on the following: <ul style="list-style-type: none"> - online accessibility for all members - online accessibility for all members and hard copies on demand - online accessibility for all members and a single volume at the end of the year to all members 	Hubert Gatignon	To report at the Executive meeting
2 nd Journal – To inform the small committee of the 2 nd Journal of the decision of the Steering Committee	Hubert Gatignon	Immediate
Teaching Portal To prepare a report on the organizational and financial aspects of the portal to be presented at the Executive Committee meeting in May	Hubert Gatignon	To report at the Executive Committee Meeting in May, Nantes

MINUTES OF MEETING

George Avlonitis, EMAC President thanked the members for their attendance. He made an opening remark on the sponsorship for the conference of the Hellenic Retail Business Association in Athens. There is no financial involved. All agreed to the sponsorship. He also mentioned that he has received a message from Nicole Coopman, EIASM Director concerning 3 points – EMAC Savings, Insurance and VAT, which need to be discussed at the meeting. Nicole would join the meeting after lunch to explain these points.

1. Approval of the minutes of the Steering Committee meeting – October 2008

Gabriele Troilo brought up the item concerning the Heads of Marketing Department Group. 2 points were mentioned in the minutes:

- The Heads of Marketing Department group would be considered as a SIG
- EMAC members would be asked to propose SIGs which, if of interest, would be supported by EMAC.

Gabriele pointed out that EMAC has already started a SIG, which is now established as a track for the conference. Consequently it would be confusing to give the name of SIG to the Heads of Marketing Department group. He suggested to find another name, for example ‘forum’ would be more appropriate for this group.

József Berács mentioned that EMAC should better position the SIGs, may be on the model of AMA. Gabriele indicated that at AMA each SIG has a track. He briefly explained the different sessions at the EMAC conference. As of this year there are on top of the normal tracks, the special sessions and the SIG. Special sessions are constituted of invited speakers whereas SIGs are structured in the same way as the other tracks. Papers submitted to the SIGs go through the review process.

Sönke Albers indicated the possibility of renaming the SIG of the conference as it has a longer perspective and can in the long run become a SIG conference. Gabriele pointed out that the objective is to connect the SIG to a thematic conference. After a short discussion it was decided to keep the name SIG to the conference and the Heads of the Marketing Department would be named ‘forum’. It is important to clarify these labels – Tracks, SIGs, Special Sessions and forum to EMAC members. Gabriele would write an informative note to be communicated to EMAC members.

No further points were raised and the minutes were approved.

Annex 1: Minutes of Steering Committee meeting – October 2008

2. Membership

Heads of Marketing Department Group

Udo Wagner, V.P. Membership reported on this point. No action has been taken so far. Udo apologised for the delay but indicated that everything will be on track for May. He has contacted Graham Hooley on this subject.

Membership and National Representatives

Following last meeting’s action point on the involvement of national representatives for identifying the heads of marketing department in their respective countries, Udo reported that only approximately 15 national representatives responded. This low response rate shows clearly a low level of involvement of the national representatives in EMAC.

He suggested, as an effort to increase national Representatives’ involvement, to put some pressure on them, for example more direct follow up on requests by specific reminders from Udo as V.P.

Membership and George as EMAC President.

2 other suggestions were made:

- after the conference, Nina will send the list of conference delegates for each country to the national representatives who should then contact these members to ensure continuity in membership for the following years.
- Nina will do a breakdown of the 'missing' members from 2008 and 2009 per country and send it to the respective national representatives for follow up.

József Berács concluded on this point by mentioning that Udo should work on a specific strategy for membership. It was also requested that Nina check if all members of the Executive committee are in order of membership for this year.

Annex 2: Membership situation

2. Publications

Hubert Gatignon, V.P. Publications reported on the different items in his portfolio.

The EMAC McKinsey Marketing Dissertation Award

He indicated that the Marketing Award is a success. 68 submissions were received. He did a first round of review which resulted in 44 rejections. The 24 remaining papers are now in the 2nd round of the review process.

The 2nd EMAC Journal

Hubert was pleased to report on the progress of the work done by the committee of the 2nd journal. It is a huge task and had progressed considerably. They met on the 12th February and the 5th March. They have so far defined all aspects from the academic perspective. There is a complete consensus on the different academic points. They have looked thoroughly into where there were 'holes' in the market, the potential audience, with the objective of not cannibalizing the IJRM. They came to the following results:

- there is a good potential in 'behavioural research', which includes managerial and consumer behaviour. It would also include organizational behaviour and experimental approach (but not inclusive)
- a good availability of authors – there is already a large number of authors in these fields at the EMAC conference
- some European countries have a high potential
- there is no real competition

Hubert indicated that the next step is to agree on the decisions to be made. The discussion centered on the following:

- the name of the journal. The small committee reached a consensus for the following name 'Journal of Marketing Behaviour'. This name gives a broad scope while also giving the signal that it is the marketing field including the managerial perspective in it. Hubert explained that it does not have the word 'International' in the name as
 - o it might link to another brand
 - o it might give a connotation that is not always positive
 - o it is better to keep the name simple and clear.

It does not have the word 'European' either as the journal wants to be more than just European.

- Ownership of the journal: Elsevier has expressed a strong interest in publishing this 2nd Journal and has made it clear that they would demand the ownership of the name of the Journal. Hubert expressed his doubts about whether other publishers would not request the title ownership.
- Editorial process: Hubert briefly explained the editorial process as discussed and agreed by the small committee. The process would follow the same line as defined in the EMAC statutes for its Journal(s). There would be an Editor in Chief, an Editorial Board, the Area Editors, They have

also recommended one area editor at least in each the following areas: Consumer Behavior, Organizational Behavior and Managerial Behavior.

- Online versus paper copies. Hubert explained that the business of publishing is changing. People more and more do not read the paper version; they prefer to have access to online version. Moreover hard copies have high costs (related to printing and mailing) Elsevier is and most probably other Publishers would be interested in the electronic version. Nevertheless, there may still be the possibility of hard copies being printed by issue or annually as an option at a cost paid by individuals who would want to. After a discussion on this point it was decided to ask Elsevier to provide a proposal for the three scenarios:
 1. On-line only availability to all EMAC members
 2. On-line availability to EMAC members with the option for availability of hard copies on demand.
 3. On-line availability to EMAC members with the option for a single volume at the end of the year to all members.

Hubert will check with other publishers , for example Springer. Other publishers suggested are Manuscript central, Emerald and Sage

- Financial aspect. Hubert explained the proposed fee structure as discussed within the small committee. He mentioned that although a recommendation cannot be fully made without a proposal from a publisher, the committee is clearly in favor of making the Journal available to the EMAC members automatically, at least in its on-line version, with a maximum increase in EMAC membership fees of Euros 20. If a paper version were to be offered, this should be offered on an optional basis at an extra cost for those who chose that option.

Followed a discussion on this point:

- o EMAC can pay Elsevier 15 Euros per member for the 2nd Journal
- o Online accessibility and hard copies would be the best solution, but there is a high cost to it. EMAC can probably compensate that by increasing the fee by 20 Euros
- o Concentrate first on online accessibility and provide hard copies on request If the cost is 20 Euros per member (which approximately amounts to 20 000 Euros) EMAC can subsidise this cost for the first year. Once the product is known, then EMAC can increase the membership fee to cover the cost.
- o Hard copies are becoming more of a ‘collector’s perspective? An option to cut down the IJRM Hard copies and use the savings to invest in a 2nd journal. This would also be an ‘environmental’ friendly approach.

However Hubert mentioned the IJRM is EMAC best asset and it is important to continue the IJRM hard copies. Elsevier does not have any problem for the online version of a 2nd Journal.

The Steering Committee decided that Hubert will

- inform the small committee of the decisions taken by the Steering Committee
- ask Elsevier for a proposal as already described above.

Annex 3a: Report on Second EMAC Journal

New Editor Search Committee

Hubert reported on the results of the search committee. A list of 30 names was proposed. One person had the full consensus of the committee and has also received a large share of the nominations requested from the EMAC communities. The committee is now in discussion with him.

The main issue for the new editor is to have the full support of an editorial assistant. Currently the editorial assistant is arranged with Erasmus on a basis of a 4 day/week arrangement. However this work

time frame is not optimal due to the increasing amount of work. There is a clear preference for an editorial assistant who would work on a full time basis.

The cost of a full time assistant is approximately 60 000 Euros. The current support received for IJRM is 46.420 from Elsevier + 10.000 for travel also from Elsevier + 3.500 from EMAC. If EMAC puts all the funds together, it might afford the cost of a full time assistant. EMAC cannot request additional funding. After a brief discussion, it was generally agreed that EMAC can increase its contribution to IJRM from 3500 to 6500 Euros as per Hubert's proposal.

Hubert concluded on this point mentioning that the editorial assistant would not be automatically based at Erasmus; the new editor would prefer to have someone 'locally'.

The Steering Committee agreed to Hubert's proposal

Annex 3b: Report on Search for new Editor

Teaching Portal

Hubert stated that his first objective was to have a better understanding of what the portal is and what it can do. One of the main concerns is what would be the right strategy to make the portal successful.

Some of the points to be considered are:

- Most big associations have a portal. Consequently EMAC should not lag behind.
- Currently EMAC has a portal, but it needs to be refined.
- There is a need to recognize the person who is responsible for the portal – the Editor in Chief
- The EMAC Portal so far has not been perceived as a good channel.
- At this moment in EMAC there is no efficient channel for communicating ideas, material to use in classes ...

Hubert has discussed all these issues with Stefan Stremersch and Don Lehmann. They have both indicated that they can devote 2 pages of IJRM to promote the Portal – this can create a link between IJRM and the Portal.

Georges mentioned that each year he publishes about 15 articles in Newspapers and local marketing magazines. The Portal could be an outlet for these types of publications.

In order for the Portal to function efficiently, the following points need to be considered:

- Need for an active participation. This would depend largely on the recognition of the Portal by EMAC members
- Need to have a good review process – which would not be the same as that of a Journal, but would have specific criteria.
- Need availability of material.

Based on the points mentioned above, there is a good case to continue the Portal. However in order to do so, Hubert would need to go ahead from the Steering committee and get the commitment to get the Portal done in a professional way.

The Steering Committee agreed that the idea is worth pursuing.

However some issues were raised concerning mainly the financial aspects, the editorial support and the technical issue.

Editorial support: there is no need to have copy editors

Technical Issue: some ideas were explored.

- The current platform can/may continue to be operated at Manfred Krafft's institution (server). This needs to be discussed with Manfred. However this may not be the ideal situation.
- Currently EMAC has several channels of communication – IJRM, the Newsletter, the Chronicle, may be a 2nd Journal in the future and the Portal. There is may be a need to think more strategically. Gabriele suggested to think about an 'editorial' project, identify the synergies that

will, consider the financial implications. This would be considered as an ‘overall’ investment’ for EMAC

- EMAC can build a partnership, may be with a publisher, to manage all the different channels. The idea would be to have this potential partner to manage the editorial process of these different products and integrate them, which would provide some economies of scale. On this point, it was indicated that for the moment only IJRM has a specific editorial process and if the 2nd Journal project goes ahead, it would be on a similar editorial process. All the other products (Newsletter, Chronicle) do not have an editorial process as a Journal.

Hubert also mentioned that a potential partner could be EIASM – which is already taking care of the paper submissions of the EMAC conference. Hubert will contact Nicole Coopman to explore this possibility.

He also explained that EMAC needs to look at its different products on 2 levels

- The portfolio of services it is offering
- The cost and organizational implications of these services.

Finally the name of the Portal was brought up. It is considered by all that the current name ‘Teaching Portal’ was not adequate. The name should be changed. Hubert and Manfred are working on it. Any suggestions from the Steering Committee would be most welcome.

The next steps on which Hubert will concentrate on are the following:

- Define the technical requirements
- Define the budget requirements
- Identify an Editor in Chief

Hubert will present a report to the Executive Committee in May.

Annex 3c: Report on EMAC Portal

The Review Process

Gabriele Troilo gave an overview of the review process. He explained the main characteristics of the process as it is today.

The main issue remains with the quality of the reviews.

In an effort to increase the quality of the process it has been decided as of the 2010 conference to add one more co-chair for the 2 large tracks.

One idea proposed to ensure the quality of the reviews is to evaluate the reviewers. This would be one of the tasks of the track chairs. This could be implemented as of the 2010 conference.

Annex 3d: Review Process

3. 2010 Conference Fee

George Avlonitis explained the request from Suzanne Beckmann, host of the 2010 conference, to increase the conference fee from 450 Euros to 480 Euros. The reasons as put forward by Suzanne are:

- 1) Everything in Denmark is expensive (Copenhagen ranks among the five most expensive cities in the world), mainly due to relatively high salaries and a VAT of 25%
- (2) Student assistance has to be paid for
- (3) CBS provides the location for free, though not the technical personnel needed

Discussion on this request leads to the following:

- EMAC should not increase the fee, but help Suzanne by sponsoring an event – may be the 35th EMAC anniversary
- Introduce a fee range for future EMAC conference (starting from the 2010 conference) which will take into consideration the cost of living of the country where the conference is hosted.
- Suzanne should identify a list of priorities and from that list identify what expenses can be cut off in order to decrease the deficit as indicated. (in case Suzanne would not have sponsors to cover these costs).

After a debate on the different items in the conference budget as provided by Suzanne, it was finally decided to implement for future conferences starting 2010 a fee range between 450 – 480 Euros – depending on the cost of living.

The fee for the 2010 Conference is set at 480 Euros. Gabriele will communicate this decision to Suzanne Beckmann.

Annex 4: 2010 Conference Budget

4. EMAC Elections

The 1st round of the 2009 election has taken place. There is an issue around the nominations for President Elect. All nominees, except one, have declined their nominations. So there is only one candidate who will be automatically elected.

Though this is not a problem for this election, it should however not happen regularly as it may give a wrong signal to EMAC members.

Annex 5: Results of 1st Round of Election

8. Financials

Sönke gave a brief overview of the financial figures. EMAC is in good financial health. He explained that for next year there might be an increase in expenses due to the following:

- increase for IJRM support
- increase in the number of EMAC bursaries
- maintaining the cost of portal
- contribution for membership fee (50%) for PhD students attending the conference
- contribution to regional conference – up to 5000 Euros

If there is less income (due to a decrease in membership), then next year EMAC might have a negative result.

Hubert mentioned that if EMAC goes in the negative, then it can increase its membership fee by 20 Euros.

József Berács explained that Maribor has requested sponsorship for their conference; this would not have any financial implication. It was also stated that these external relations are under Gary Lilien's responsibility.

Gabriele Troilo suggested proposing to Maribor the possibility to position their conference as an EMAC regional conference. This could be a 'pilot' and would also create more visibility for EMAC in that region.

EMAC might contribute to 5000 Euros for the PhD students attending these regional conferences

Annex 6: Financial figure

7. EMAC Awards

Further to the proposal made at the last Steering Committee meeting to create a Distinguished Marketer Award, and following Gary Lilien's suggestions (which were circulated to the members prior to the meeting),

George proposed to proceed as follows:

- EMAC announces the launch of this award at the Executive Committee meeting in October
 - The Steering Committee judges the nominations
 - At the Steering Committee meeting in March 2010, the committee will select the winner
- And the 1st award will be given at the 2010 conference in Copenhagen.

The question of how to finance this award was raised. Though it is considered as premature to make a decision now due to the lack of financial details, but in principle this project has the go-ahead from all members of the committee. It has to be discussed more thoroughly in May.

The next steps agreed on are:

- gather more detailed information concerning format, cost, and potential sponsorship
- announcement at the Executive Committee meeting. Decision will be based on above information
- selection by the Steering committee in March 2010

8. The Chronicle

József Berács briefly reported on the Chronicle. So far in the last 4 issues 40 people have had the opportunity to voice their ideas. The Chronicle has a positive outcome. It has brought more awareness of EMAC. It is now considered as a vehicle which brings EMAC people closer.

With regards to the future strategy, József made 3 suggestions:

- make the Chronicle more professional. One way would be to approach a publisher, but this suggestion was not agreed on.
- for the future, follow the same approach as the last 2 years, that is, an editorial board composed of the President, Past President and the Executive Secretary.
- Every 2nd year, the President-Elect would conduct a survey to evaluate among other things the Chronicle.

The decision to continue the chronicle for 1 more year, that is issues for October 2009 and May 2010, was approved.

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, October 23, 2009 – 16.00 – 18.00
- Brussels, March 5, 2010 – 10.00 -16.00

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 2: Membership situation

Annex 3a: Report on 2nd Journal

Annex 3b: Report on search for new editor

Annex 3c: Report on EMAC Portal
Annex 3d: Review process
Annex 4: 2010 Conference budget
Annex 5: Results of Election – 1st Round
Annex 6: Financial figures
Annex 7: Input from Gary Lilien for EMAC award