



Executive Committee Meeting

Brussels – 30 October 2009

MINUTES

The EMAC President, George J. Avlonitis, welcomed the attendees and opened the meeting.

Apologies: John Rossiter, Claudia Acevedo, Susan Reid, Wolfgang Ulaga, Halldor Engilbertsson, Renana Peres, Elisa Montaguti, Hirotaka Aoki, Kyuang Hoon Kim, Rob Lawson, Daniel Serbanica, Steven Burgess, Magnus Soderlund, Herley Krohmer, Zeynep Gurhan-Canli, Roland Rust, Tammo Bijmolt

AGENDA

1. Minutes of previous meeting - May 2009, Nantes

2. Issues requiring decisions

- 2.1. 2nd EMAC Journal (*Hubert Gatignon*)
- 2.2. EMAC Electronic Resource (*Hubert Gatignon*)
- 2.3. EMAC Awards: Distinguished Marketer Award (*George Avlonitis/Gary Lilien*)

3. Issues for reporting and updating

- 3.1. Membership (*Udo Wagner*)
Heads of Marketing Forum (*Udo Wagner*)
- 3.2. International Journal of Research in Marketing (*Hubert Gatignon,*)
- 3.3. External Relations (*Gary Lilien*)
- Conflict of dates - AMA Sheth Doctoral Consortium and Practice Prize at EMAC Conference 2010
- 3.4. Financial Report (*Sönke Albers*)
- 3.5. Conferences
- Report on EMAC Conference 2010 in Copenhagen (*Suzanne C. Beckmann*)
- Report on Doctoral Colloquium 2010 in Copenhagen (*Tammo Bijmolt*)
- Arrangements for EMAC 2011 in Ljubljana (*Maja Macovec-Brencic*)
- CEE Regional EMAC Conference (*Gabriele Troilo*)
- 3.6. EMAC -McKinsey Dissertation Award (*Hubert Gatignon/Gary Lilien*)

4. Any other business

5. Date and time of next meetings

- Copenhagen, June 1, 2010, 14.00 – 17.00
- Brussels, October 29, 2010 10.00 – 16.30

List of attendees

President	George J. AVLONITIS
President-Elect	Veronica WONG
Vice Presidents:	
Conferences	Gabriele TROILO
Development	Udo WAGNER
External Relations	Gary LILIEN
Publications	Hubert GATIGNON
IJRM Editor	Don LEHMAN/ Stefan STREMERSCHE Marnik DEKIMPE
Treasurer	Sönke ALBERS
Executive Secretary	Nina PAYEN

NATIONAL COORDINATORS

AUSTRALIA	John ROSSITER
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Luk WARLOP
BRAZIL	Claudia ACEVEDO
CANADA	Susan REID
CROATIA	Durdana OZRETIC DOSEN
DENMARK	Suzanne C. BECKMANN
FINLAND	Kristian MÖLLER
FRANCE	Wolfgang ULAGA
GERMANY	Manfred KRAFFT
GREECE	Paulina PAPASTATHPOULOU
HUNGARY	Andras BAUER
ICELAND	Halldor ENGILBERTSSON
IRELAND	John FAHY
ISRAEL	Renana PERES
ITALY	Elisa MONTAGUTI
JAPAN	Hirota AOKI
KOREA	Kyuang HOON KIM
NETHERLANDS	Gerrit VAN BRUGGEN
NEW ZEALAND	Rob LAWSON
NORWAY	Sven HAUGLAND
PORTUGAL	Claudia SIMOES
ROMANIA	Daniel SERBANICA
RUSSIA	Maria SMIRNOVA
SLOVENIA	Maja MAKOVEC BRENCIC
SOUTH AFRICA	Steven BURGESS
SPAIN	Salvador RUIZ
SWEDEN	Magnus SODERLUND
SWITZERLAND	Harley KROHMER
TURKEY	Zeynep GURHAN- CANLI
U.K.	Robin WENSLEY
U.S.A.	Roland RUST

DC 2010 Chair	Tammo Bijmolt
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Action Points from Meeting

ACTIONS POINTS	WHO	WHEN
<p>Membership Fee Decision to increase the membership fee from 90 Euros to 100 Euros as of 2012 was approved. To implement at the 2011 conference for 2012 membership fee To inform Maja Makovec Brencic for the 2011 conference fee To implement for 2012 membership fee</p>	<p>Gabriele Troilo EMAC secretariat</p>	<p>For 2012 membership fee Immediate For 2012 membership fee</p>
<p>EMAC 2010 Conference To inform Suzanne Beckmann to schedule a slot for the EMAC Distinguished Marketing Scholar Award in the conference programme</p>	<p>Gabriele Troilo/George Avlonitis</p>	<p>Immediate</p>
<p>EMAC Membership - To provide a breakdown of the members for 3 consecutive years to all national representatives, plus the letter of reminder - To send to the national representatives the list of members after the annual conference so that they can contact all persons who have not yet renewed their membership.</p>	<p>Nina Payen Nina Payen</p>	<p>Immediate Every year after the conference</p>
<p>To provide a breakdown of membership figures vs conference attendance.</p>	<p>Nina Payen</p>	<p>Immediate</p>
<p>National representatives to identify the heads of marketing departments in their respective country by 5th January 2010. Nina Payen to send a request for input to the national representatives</p>	<p>National representatives Nina Payen</p>	<p>January 5, 2010 Immediate</p>
<p>EFMD Reciprocal Agreement Gary Lilien will look into the reciprocal agreement and will send a response to EFMD.</p>	<p>Gary Lilien</p>	<p>Immediate</p>

MINUTES

The President George Avlonitis opened the meeting by welcoming the new members on board the Executive committee, namely Veronica Wong, President Elect, and the new national representatives Gerrit Van Bruggen, Maria Smirnova, Robin Wensley. Harley Krohmer, Salvador Ruiz, Daniel Serbanica also new national representatives sent in their apologies. George stressed out that newly elected national representatives should commit to attend the Executive Committee meetings.

1. Minutes of previous meeting - May 2009, Nantes

No comments were made. The minutes were approved.

Annex 1: Minutes of Executive Committee Meeting – May 2009 - Nantes

2. Issues requiring decisions

2.1. 2nd EMAC Journal

Hubert Gatignon reported on the 2nd EMAC journal.

The decision to launch this new Journal was taken at the last Executive Committee meeting in Nantes in May 2009. Though Elsevier had declared an interest in the EMAC 2nd Journal, the proposal they sent was not acceptable to EMAC. Elsevier was informed that EMAC would ask proposals from other publishers, which they acknowledged. EMAC contacted 3 publishers. Two have declined the offer; the third one showed a real interest and has sent a proposal. The publisher is NOW Publishers and the responsible is ZAC Rolnik. The main lines of their proposal are as follows:

- The publisher will be responsible for all elements of publication including editorial management, production, marketing, sales and distribution
- They would provide editorial assistance.
- They would support cost for the editor-in-chief (up to an amount agreed in advance)
- They would have both electronic and print version of the journal

Online subscriptions: 10€

Print version: 40 €

The price is based on a guaranteed minimum number of 1000 members.

The prices seem reasonable – better than when was anticipated.

The EMAC President indicated that going ahead with the 2nd Journal would mean additional costs for EMAC. The question of increasing the membership fee to cover these additional costs was raised. EMAC has not increased its membership fees for many years and in that respect an increase in the membership fee by 10 Euros now is not much.

The proposal to increase the EMAC membership fee by 10 Euros was put forward. The proposition was unanimously accepted.

Hence the decision to increase the membership fee from 90 Euros to 100 Euros as of 2012 was approved. It would be implemented for the 2011 conference fee for 2012 membership fee

2.2 EMAC Electronic Resource

Hubert Gatignon reported on the EMAC Electronic Resource. The search committee for an editor-in-chief was appointed and moved along the process to the last stage.

The committee has identified some key names and the process is still under way.

Annex 2: Report from V.P. Publications

2.3 EMAC Awards

George Avlonitis and Gary Lilien reported on the EMAC Distinguished Marketing Scholar Award. It will be an annual award. George indicated that EMAC is looking for sponsors. It was suggested that in the search for sponsors for the EMAC conference, one of the sponsors could support the award.

Gary Lilien explained the nomination process. If no scholars meet the criteria defined for the award, the committee can decide not to give the award for that year. The nominees will be informed of the nominations. The committee can also retain the 'not-selected nominees for next year's award.

The schedule of the award is as follows:

December 1, 2009: Call for Nominations

March 1, 2009 Nomination Due Date

April 15, 2009 Winner Notified

EMAC Copenhagen: Winner Honored at Dinner and at Research lecture at a special session.

Suzanne C. Beckmann should be informed that she needs to schedule a slot for the award in the conference programme.

The EMAC Distinguished Marketing Scholar Award was approved.

Annex 3: EMAC Distinguished Marketing Scholar Award

3. Issues for reporting and updating

3.1 Membership

Udo Wagner, V.P. Membership reported on the membership situation. EMAC has 942 members for 2009, which is the second highest number.

He pointed out the following:

- Good news: some new members in the Central and Eastern European countries – Romania and Russia are now represented on the Executive committee.
- Issue with the Korean membership – he will contact the Korean national representative.
- Membership is still too linked to conference attendance.
- Low loyalty of EMAC members

Followed a discussion on how to increase membership and following suggestions were made.

- It is a fact that the membership is closely linked to the conference attendance, hence some suggestions to increase conference attendance.
 - o Increase membership by getting authors whose papers are not accepted at the conference to still attend the conference. One way to do it is to better position the poster session.- as poster session are exclusively for authors whose papers were rejected for the conference. The poster should be given more prominence at the conference.
 - o Increase the acceptance rate of the conference. Institutions do not fund attendance for authors whose papers are not presented at the conference. Posters

are still stigmatised as rejected papers; so a way to increase attendance at the conference is to increase the acceptance rate.

- Another suggestion – which EMAC should focus on – is to lift up the membership benefits. Currently the main benefits are IJRM, the Chronicle, in the future the 2nd Journal. The question is ‘Are members willing to pay 90€ for those benefits – bearing in mind that most universities have already IJRM in their libraries?’
- Increase the value for non-academic at EMAC
In some countries, like in Russia, increase in membership could come from non-academic members. EMAC should then better define the value for the non-academic members.

Hubert concluded the discussion on this point by highlighting the fact that in spite of the issue of loyalty, EMAC membership is looking good. It has been increasing over the years.

Following up on this discussion, it was decided to provide the national representatives with membership information so that they can act more effectively in their respective countries.

The following were suggested and approved

- A breakdown of the membership for 3 consecutive years to all national representatives
- To send to the national representatives the list of members after the annual conference so that they can contact all persons who have not yet renewed their membership

It was also suggested to prepare a breakdown of membership numbers compared to conference attendance. Nina will provide these figures.

Annex 4: Membership Situation

Heads of Marketing Department Forum

Udo Wagner reported on the heads of marketing department forum. He indicated that this initiative will not increase membership, but would be an added value service to its members. The Steering Committee has proposed to get feedback from the EMAC members via the survey. The following suggestions were made and approved:

- Involve the national representatives in identifying the heads of marketing departments in their respective countries.
- Run a poll prior to the conference to identify what are the 3 top issues affecting the marketing department in 3-5 years. The results of the poll could then form the agenda of the forum.
- Design a questionnaire for the heads of department and run it at the same time with the members’ survey that would be conducted early next year by the President-Elect Veronica Wong. The heads of department survey will be conducted by the President George J. Avlonitis.

3.2 IJRM

Hubert Gatignon thanked Stefan Stremersch and Don Lehmann, the current IJRM editors for the excellent job they have achieved. The transition to Marnik Dekimpe is going very smoothly. It has been effective since October 1st, although Stefan and Don keep handling manuscripts in the pipeline until December.

Marnik said a few words about the transition period. He indicated that the rate of submission is increasing and if the trend continues IJRM will receive more than 400 manuscripts.

3.3 External Relations

Gary Lilien, V.P. External Relations was pleased to report on the different external relations initiatives.

Link with MSI-Informs Society for Marketing Science (ISMS) Practice Prize.

EMAC is a formal sponsor of the ISMS practice prize. The Prize has become a biennial event. The special conference will run at MIT in Cambridge, MA Jan. 15-16 2010, and there will be a special session featuring the Practice Prize finalists at EMAC 2010 in Copenhagen. Gary Lilien will be representing EMAC on the Prize Selection Jury.

Link with the Australia-New Zealand Marketing Academy (ANZMAC).

EMAC and ANZMAC run a joint symposium (BIGMAC) concurrent with every third EMAC conference and every third ANZMAC conference. This year the BIGMAC is scheduled for ANZMAC in Melbourne, Nov 30-Dec 2, 2009. Suzanne C. Beckmann and Rob Lawson are organizing the event. The next BIGMAC will be scheduled at the EMAC Conference in Ljubljana in 2011.

EMAC-McKinsey Marketing Dissertation Award—2009/2010

The first EMAC McKinsey Marketing Dissertation Award was very successful. One new element for the 2010 award - there will be a sponsored cocktail and brief address by the McKinsey Award sponsors at the Doctoral Colloquium. Moreover the three finalists will present their work before the award jury at special session at EMAC Copenhagen.

EFMD Reciprocal Agreement

George J. Avlonitis indicated that EMAC has received a proposal from EFMD for closer relationship with them, in terms of:

- EFMD and EMAC will be listed in each others' membership books and lists as Association Members.
- Supporting mutual waiving of fees
- jointly organizing conferences of mutual interest.
- Both will publish events, news, and offerings through their respective websites and publications.
- When appropriate, both organizations will include EMAC/EFMD representatives on committees.

Some feedback from executive Committee

- EFMD is trying to embed into different association
- Need to be careful in the collaboration – there is a distinction between collaborating and having joint events

Gary Lilien will look into the reciprocal agreement and will send a response to EFMD.

Annex 5: Report from V.P. External Relations

3.4 Financial Report

Sönke Albers, EMAC Treasurer, briefly reported on the EMAC financial situation. EMAC has this year a structural loss which will not disappear in the coming years. This loss is due to the different investments that EMAC have initiated.

Robin Wensley remarked that if the cost of IJRM and support exceeds EMAC income, it is a 'loss' activity.

Sönke added that Elsevier is also facing financial problems. They have cut on the editorial support.

EMAC needs to be more careful in the expenses in the future and aims at balancing its budget.

Annex 6: Financial Situation

3.5 Conferences

Gabriele Troilo, V.P. Conferences reported on the review process. Further to the decision made at the October 2008 meeting, in an effort to improve the quality of the review process Hubert Gatignon and Gabriele Troilo have evaluated the process. Gabriele explained the improvements that have already been implemented and proposed some further improvements.

The improvements which have already implemented are

- a better identification of the area of specialisation of the reviewers, which will enable a better allocation of reviewers for the papers.
- An additional chair for the big tracks.

The new improvement proposed is:

- New evaluation scale for the review process: Gabriele and Hubert have designed a new evaluation form with a set of specific questions distinctive for 'purely conceptual' papers and 'empirical' papers. This would enhance the quality of the reviews. These new enhancements would be highlighted in the guidelines for the reviewers and for the track chairs.

Followed a discussion on the review process and the new review form. Following points were discussed.

- Constraint concerning the number of papers per reviewer. Suggestion was made to have fewer reviewers who would review more papers.
- Another main problem raised is the quality of review - some papers which are rejected at EMAC are accepted at IJRM.
- One issue of the review process is the high number of papers (from different tracks) that reviewers have to review. Gabriele explained that this issue has been solved now as reviewers have selected their preferred track for review and a second option. Normally they receive 3 and up to a maximum of 5 papers to review.
- Increase the length of paper: a remark was made about the length of papers. The current 5 page format including figures and tables seems to be inadequate. Shrinking for example a 20 page article into only 5 pages can mean a loss in the significance of the paper. A new format could be 5 pages but excluding figures, tables.

Veronica Wong explained the history of the change to 5 page paper at the conference.

The main reason is publication in journals. Many journals do not accept to publish papers that are already published in the conference proceedings. It was then decided to reduce the number of pages to 5, making it more of an 'abstract' than a full paper, and so the full paper could be submitted for publication to journals.

Another reason for choosing the 5 page format is that conference proceedings were getting huge. In the past all papers were printed. However this is no longer an issue as only the short abstracts are printed in the conference proceedings, the papers are accessible on the CDRoms.

It was finally agreed to keep the 5 page format, but implement a template – like what is used for the ANZMAC submission.

The new review form was also approved.

Report on the 2010 EMAC Conference in Copenhagen

Suzanne C. Beckmann reported on the progress of the EMAC conference. All is going smoothly. The challenge still remains the budget, mainly the acquisition of sponsorships, applications for public funding and the sponsorship of the 35th EMAC anniversary event.

As it stands right now there is a deficit of 80000 Euros. Among the different reasons,

- Denmark is an expensive country, so expenses are very high
- Additional costs for paying students who would be helping out on the conference – the students do not work for free
- Extra cost related to the special event – the 35th EMAC anniversary event

The organising committee is working hard to get funding and sponsorship, but the economic crisis is impacting on this. So finance is an issue.

2 points should be noted:

- the conference host has to cover for faculty accommodation for the doctoral colloquium. Instead of the 2 nights, the conference host has to cover for 3 nights now – so an additional cost.
- the funding of the 35th EMAC Anniversary – the CBS President would not understand why CBS should pay for this event. The cost of this event is approx 60-70 euros per person.

Some suggestions for the 35th anniversary event were made:

- Merge the conference dinner and anniversary event.
- Use some of the sponsor money to fund the event.

Followed a discussion on the 35th anniversary event which can be summarised as follows:

- EMAC sponsoring of the 35th anniversary can create a precedent for other hosts
- To skip this event
- To reduce costs by asking students to work only for half the pay

It was finally decided to consider the anniversary event as an ‘ad-hoc’ event. If the budget permits, then the event can be organised.

Another issue which was brought up was the Doctoral Colloquium which also runs at a loss.

- Robin Wensley indicated that the Doctoral Colloquium should be a zero cost. It is not a revenue generator
- Gabriele Troilo explained that the main conference should subsidise the Doctoral colloquium. EMAC is already subsidising the doctoral students attending the main conference.

A last question was raised on the difference in structure between the advanced tracks where students have 1h30 mins to present /discussion whereas in the beginners track students have less time. Suzanne was of opinion that the beginners might be the ones who need more time for discussion.

Annex 7: Report on EMAC 2010 Conference – Copenhagen

Report on the Doctoral Colloquium 2010

In Tammo Bijmolt’s absence, Gabriel briefly reported on the Doctoral Colloquium. The colloquium will run on the same structure as the 2009 edition, that is 6 tracks – 3 advanced and 3 beginners. No issue to be reported on the Doctoral Colloquium.

Detailed information can be found in the annex document.

Annex 8 a & b: Report on Doctoral Colloquium 2009 and 2010

Report on the 2011 EMAC Conference in Ljubljana

Maja Makovec-Brencic conference chair for the 2011 conference in Ljubljana gave a brief presentation. She mainly focused on the practical arrangement and gave some more info on travel and transport to Ljubljana.

Annex 9: Report on the 2011 EMAC Conference

Report on the Regional Conference

Gabriele Troilo, V.P. Conference was pleased to report on this new EMAC initiative. The 1st EMAC Regional conference 'Marketing Theory Challenges in Emerging Markets – MTC 4' is scheduled in Budapest on September 24-25, 2010.

Andras Bauer will be chairing this conference. He gave a short historical overview of the MTC conference. It used to be a post Yugoslavian event in Maribor. The aim is to attract people from specific regions and help people interested in specific marketing fields.

The conference has a 2 fold strategy:

- create an organisation for researchers in this region
- Increase membership from the CEE countries where EMAC is not strong

The conference is a 2 day conference combined with a Doctoral Workshop for young regional researchers. The conference will be using EMAC standards and systems for reviews.

The MTC conference attracted 67 delegates in Maribor and 56 in Croatia

The website for the upcoming conference will be ready in a month.

EMAC would support the regional and thematic conference.

Gabriele gave some further information on the future of the regional conferences.

The Regional conferences will follow the same procedures and standards as the EMAC main conference.

After this first conference, organisers would need to apply to the EMAC V.P. Conferences for proposal to host the regional.

Maja Makovec Brensic stressed the fact it is important to go regional and thanked Andras for this initiative and also for mentioning the MTC on the brochure. In the region the name MTC has acquired a reputation.

Durdana Ozretic Dosen added that there is ignorance about EMAC from the CEE region and vice versa. It is important now to integrate the CEE region into the western countries standards.

Gary Lilien inquired about the Doctoral Colloquium. Andras briefly explained that the DC will be a shorter version of EMAC Doctoral Colloquium and the theme will be more specific.

Robin Wensley mentioned that the rationale is great and is very keen to see this initiative going.

Kristian Möller added that this theme is very important and little research has been done so far, so a very good initiative for EMAC.

Suzanne C. Beckmann pointed out that it would be worthwhile to organise EMAC conferences or in countries where membership is low.

Annex 10: 1st EMAC Regional Conference

4. Any other business

No point was raised.

5. Date and time of next meetings

- Copenhagen, June 1, 2010, 14.00 – 17.00
- Brussels, October 29, 2010 10.00 – 16.30

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

ANNEXES:

Annex 2: Minutes of Executive Committee Meeting – May 2009 Nantes

Annex 2: Report from V.P Publications

Annex 3: EMAC Distinguished Marketing Scholar

Annex 4: Membership Situation

Annex 5: Report on External Relations

Annex 6: Financial Situation

Annex 7: Report on EMAC 2010 conference - Copenhagen

Annex 8a&b: Report on EMAC Doctoral Colloquium 2009 and 2010

Annex 9: Report on EMAC 2011 Conference – Ljubljana

Annex 10: Proposal for a regional and thematic conference