

EMAC 2010 Membership Survey: Key Findings

(Veronica Wong, President-Elect)

Introduction

In 2008, a survey was undertaken to ascertain the satisfaction of EMAC members with the society's services and to elicit members' expectations, needs, and suggestions to ensure the satisfaction and loyalty of current members and the attraction of new ones. Two years on, it is appropriate to carry out a follow-up survey, the purpose being to identify current levels of satisfaction with EMAC, and any changes in members' satisfaction, needs and expectations. This report presents the findings of the 2010 member survey. We also compare the results with those revealed in the 2008 Survey (Avlonitis, 2008).

Method

We adopted the questionnaire initially developed for the 2008 Survey, which included a combination of dichotomous, multiple-choice, scaled (7-point), and open-ended questions. In this way, we were able to compare average scores for items evaluated in the 2008 and 2010 surveys. Inevitably, some questions are updated, where appropriate, relating to attendance of more recent conferences and introduction of new or upgraded services.

Out of 936 members who received an e-mail to participate, 246 valid completed questionnaires (response rate=26%) were returned.

Major Findings

Demographics of Respondents

Most of the respondents are relatively new members (62%, who joined EMAC in the last 10 years), males (60%), and residents of Europe (72%). Half of the respondents hold senior positions (Professors-31%, Associate Professors-19%), while the rest hold the rank of Assistant Professor (24%), PhD student (19%), and adjunct lecturer/instructor (6%). The age profile shows that 60% of respondents are relatively young, being either in their thirties (37%) or aged thirty or less (23%), with the forties and over-fifties representing 18% and 22% respectively of the sample.

A larger proportion of respondents in the 2010 Survey are younger members and PhD candidates, compared to those participating in the 2008 Survey (see Figures 1, 2 and 3).

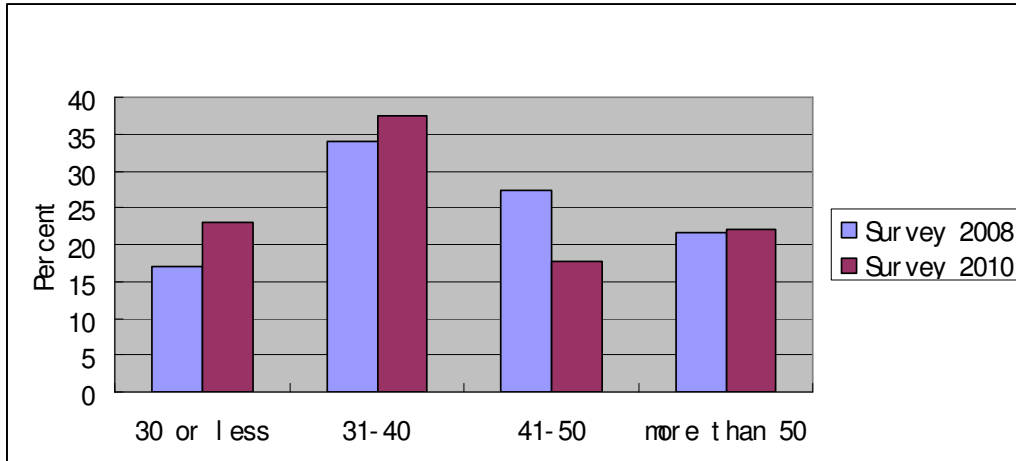


Figure 1 Respondents' age (years)

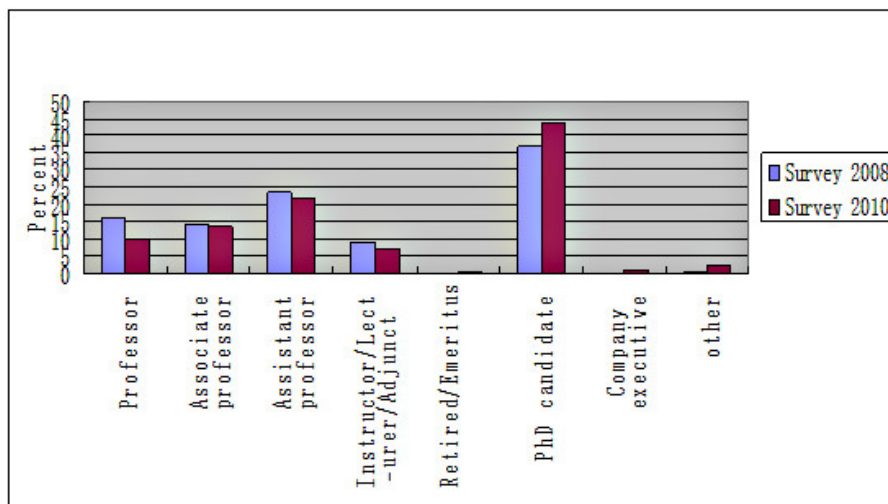


Figure 2 Respondents' status/rank when first joining EMAC

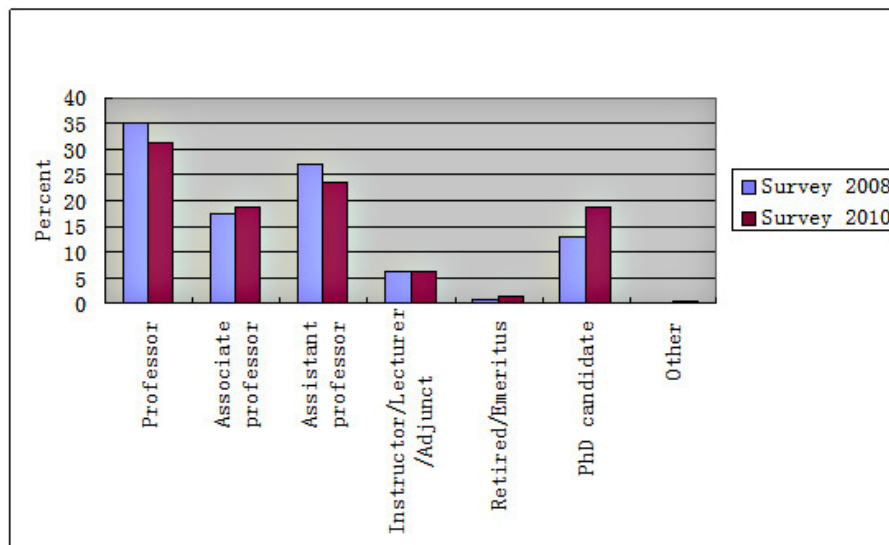


Figure 3 Respondents' current status/rank

Cluster analysis, based on respondents' gender, age, rank, residence, and time of joining EMAC, produce the following three clusters:

Cluster 1 (24.5% of total respondents) is a group of junior researchers (JRs), being mainly PhD candidates (66.7%) and aged 30 or less (97.8%). They also are mainly males (62.2%), European residents (95.6%) and all joined EMAC in the last 10 years.

Cluster 2 (33.2%) represents early-career researchers (ECRs) and slightly older members, aged between 30 and 40 (91.8%). Over half are males (55.7%), predominantly European residents (90.2%), and hold the rank of Assistant Professor (47.5%). All joined EMAC in the last 10 years.

Cluster 3 (42.4%) represents primarily senior-researchers with the rank of Professor (62%), and are mainly European residents (76.9%), males (66.7%), aged more than 50 (50.0%), who joined EMAC between 1991 and 2000 (43.6%).

Reasons for Joining and General Views about EMAC

The majority of members first heard about EMAC from a colleague/affiliation (71%), and the main reason for joining EMAC is the participation in annual conferences (Mean=5.98, Std. D=1.284). The JRs in cluster 1 regard networking opportunity/job contacts (Mean_{cls1}=5.60, Mean_{cls2}=5.10, Mean_{cls3}=4.69, $p < 0.05$) and career development (Mean_{cls1}=5.47, Mean_{cls2}=4.52, Mean_{cls3}=3.59, $p < 0.01$) as more important factors for joining EMAC than their relatively 'older' counterparts in clusters 2 and 3, reflecting junior academics' interest in the social and vocation-promoting functions of EMAC.

Respondents also agreed that EMAC was well-known in their country of residence

(Mean=5.95, Std. D=1.240) and enhances the integrity of the marketing discipline in Europe (Mean=5.51, Std.D=1.243). These views echo those reported in the 2008 EMAC membership survey, their saliency being reinforced in 2010, as seen in the significant increase in their means scores in 2010. Table 1 and Table 2 present the mean values of respondents' ratings of the measured items and the results of independent sample t-tests of the significance of the differences in the ratings, as reported in the 2010 and 2008 surveys. In addition, while respondents in 2008 felt that EMAC did poorly in providing unique services to them, in 2010, respondents rated this attribute significantly more favourably (Mean₂₀₀₈=3.67, Mean₂₀₁₀=4.05, $p < 0.01$).

Tables 1 Importance of Reasons for joining EMAC

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.Participation in an official international marketing association	2008	251	5.20	1.738	p>0.05
	2010	242	5.43	1.708	
2.Networking opportunity / job contacts	2008	248	4.81	1.749	p>0.05
	2010	242	5.03	1.656	
3.Information about specific academic fields	2008	247	4.66	1.776	p>0.05
	2010	240	4.95	1.666	
4.Participation in the annual conferences	2008	252	5.60	1.587	p<0.01
	2010	241	5.98	1.284	
5.Career development	2008	247	3.74	1.766	p<0.01
	2010	239	4.31	1.800	
6.Prestige of EMAC	2008	247	4.30	1.722	p<0.05
	2010	240	4.67	1.718	

Table 2 Agreement with attributes regarding EMAC

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1. It is one of the premier international academic associations worldwide	2008	252	5.31	1.318	p>0.05
	2010	241	5.34	1.319	
2. It is an academic association well-known to the marketing academia in my country of residence	2008	253	5.64	1.507	p<0.05
	2010	242	5.95	1.240	
3. Membership in EMAC enhances my academic profile	2008	252	4.28	1.639	p<0.01
	2010	241	4.83	1.455	

4. It enhances the integrity of marketing discipline in Europe	2008	251	5.15	1.368	p<0.01
	2010	239	5.51	1.243	
5. It can be regarded as an “extrovert” association, open to all academics in the marketing field	2008	252	5.20	1.484	p>0.05
	2010	241	5.32	1.398	
6. It provides unique services to its members	2008	250	3.67	1.370	p<0.01
	2010	241	4.05	1.487	

Most respondents (86.8%) are also members of other associations, i.e. AMA (36.2%) and ACR (25.6%). Among the services/attributes regarded as important for joining an academic association, respondents attached greater importance to: conference(s) (Mean=6.28, Std. D=0.899), journal(s) (Mean=5.87, Std. D=1.305), and networking (Mean=5.61, Std. D=1.407), while much lower importance was given to services such as other publications (e.g., newsletters) (Mean=3.94, Std. D=1.657) and web presence (Mean=4.42, Std. D=1.697).

The independent sample t-test of the differences between 2010 and 2008 respondents' mean ratings of the importance of services/attributes for joining an academic association reinforce the importance of the conference event, journals and networking (Table 3). All attributes, with the exception of membership fee, were rated significantly more highly by respondents in 2010 than in 2008 (Table. 3).

Tables 3 Importance of services/attributes for joining an academic association

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
Membership fee	2008	252	4.54	1.716	p>0.05
	2010	241	4.68	1.600	
Conference(s)	2008	255	6.07	1.100	p<0.05
	2010	242	6.28	.899	
Journal(s)	2008	255	5.59	1.490	p<0.05
	2010	241	5.87	1.305	
Other publications (e.g. newsletter)	2008	248	3.51	1.620	p<0.05
	2010	237	3.94	1.657	
Web presence	2008	249	4.08	1.776	p<0.05
	2010	237	4.42	1.697	
Networking	2008	247	5.28	1.549	p<0.05
	2010	240	5.61	1.407	

EMAC Conferences: Attendance, Roles, and Satisfaction

Most respondents had attended an EMAC conference at least once (42%), while another 48% attended every year. The conferences held in the last 3 years were attended by most respondents: 2009, Nantes (74.0%), 2008, Brighton (37%), and 2007, Reykjavik (37.0%). Respondents contributed mainly as authors (83%), half as reviewers (51%), and some, as session chairs (34%). Many respondents (48%) tended to retain their membership of EMAC even in the years when they did not attend annual conference. Concerning the influence of EMAC conference, respondents agreed that the conference provided them particular insight (Mean=5.26, Std. D=1.264); however, the impact on their research was limited (Mean=4.04, Std. D=1.654).

With regard to satisfaction with attributes of EMAC conferences, rotation of the host countries/cities (see Table 4) received the highest satisfaction score (Mean=6.00, Std. D=0.974), reinforcing the finding in the 2008 survey. Quality of sessions (Mean=4.76, Std. D=1.465) and value-for-money (Mean=4.24, Std. D=1.593) received the lowest satisfaction scores. A comparison of the mean scores for 2008 and 2010 shows that satisfaction with 2 attributes - the reviewing process and fruitful academic debate - significantly increased in 2010. Overall, satisfaction scores in the 2010 survey are marginally stronger than those found in the 2008 survey. Junior members in cluster 1 were also found to be more satisfied with 'fruitful academic debate' than the 'older' members in clusters 2 and 3 (Mean_{cls1}=5.37, Mean_{cls2}=4.82, Mean_{cls3}=4.84, $p < 0.05$), while members in cluster 2 are less satisfied with social events (Mean_{cls2}=4.77, Mean_{cls1}=5.33, Mean_{cls3}=5.42, $p < 0.05$).

Tables 4 Satisfaction with EMAC conference attributes

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.Optimal duration	2008	245	5.78	1.113	p>0.05
	2010	231	5.70	1.185	
2.Period that it takes place (last week of May)	2008	247	5.16	1.705	p>0.05
	2010	232	5.37	1.495	
3.Rotation of the host countries/cities	2008	247	6.04	1.074	p>0.05
	2010	232	6.00	.974	
4.Quality of sessions	2008	248	4.67	1.303	p>0.05
	2010	232	4.76	1.465	
5.Diversity of session topics	2008	247	5.42	1.223	p>0.05
	2010	232	5.56	1.261	
6.Reviewing process	2008	245	4.31	1.494	p<0.01
	2010	231	4.78	1.512	

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.Optimal duration	2008	245	5.78	1.113	p>0.05
	2010	231	5.70	1.185	
2.Period that it takes place (last week of May)	2008	247	5.16	1.705	p>0.05
	2010	232	5.37	1.495	
3.Rotation of the host countries/cities	2008	247	6.04	1.074	p>0.05
	2010	232	6.00	.974	
4.Quality of sessions	2008	248	4.67	1.303	p>0.05
	2010	232	4.76	1.465	
5.Diversity of session topics	2008	247	5.42	1.223	p>0.05
	2010	232	5.56	1.261	
	2008	245	4.31	1.494	
7.Networking opportunities	2008	250	5.31	1.337	p>0.05
	2010	231	5.43	1.296	
8.Fruitful academic debate	2008	248	4.55	1.268	p<0.05
	2010	231	4.83	1.329	
9.Value-for-money	2008	247	4.23	1.554	p>0.05
	2010	232	4.24	1.593	
10.Social events	2008	249	5.06	1.448	p>0.05
	2010	231	5.10	1.462	

A multiple regression was conducted to examine the effect of the respondents' satisfaction with each attribute of the EMAC annual conferences on their overall satisfaction with the conference (Table 5). The results show that overall satisfaction is significantly affected by quality of sessions, value-for-money, networking opportunities, and social events. Compared with EMAC Survey 2008, optimal duration no longer emerges as a significant predictor in 2010, while networking becomes significant.

Table 5 Regression analysis: Effects of respondents' satisfaction with EMAC conference attributes on overall satisfaction with EMAC conference			
N=246	Std Beta	t	Sig.
Quality of sessions	0.340	4.393	p<0.01
Value-for-money	0.286	4.124	p<0.01
Networking opportunities	0.146	2.129	p<0.05
Social events	0.137	2.053	p<0.05

Independent Variables: Satisfaction with each conference attributes	Regression model: Ad R Square=0.463,
Dependent Variable: Overall satisfaction with conference	F=19.107, p<0.01

IJRM

With respect to readership of IJRM, respondents often read specific articles pertaining to their interest (Mean=5.65, Std. D=1.464) or quickly scan the issue to gain an overall impression of topics covered (Mean=5.15, Std.D=1.28), but, few read the whole issue (Mean=2.70, Std. D=1.547). The mean scores for these attributes are broadly similar to, but, generally more positive than those revealed in the 2008 survey (Table 6).

Tables 6 Readership of IJRM

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.It is one of my favorite journals	2008	248	4.12	1.717	p>0.05
	2010	233	4.33	1.684	
2.I always try to read the whole issue	2008	247	2.44	1.363	p=0.05
	2010	232	2.70	1.547	
3.I only read specific articles of my interest	2008	249	5.74	1.356	p>0.05
	2010	233	5.65	1.464	
4.I go through a quick scanning to have an overall impression of the topics covered	2008	247	5.20	1.558	p>0.05
	2010	233	5.15	1.628	
5.I use it frequently as a reference in my research work	2008	246	4.12	1.664	p>0.05
	2010	234	4.31	1.693	
6.I usually recommend specific articles to colleagues	2008	247	3.67	1.800	p>0.05
	2010	233	3.91	1.850	
7.It provides me with useful information for marketing teaching	2008	244	2.87	1.623	p>0.05
	2010	233	3.12	1.737	

Respondents agreed that the journal had highly qualified reviewers (Mean=5.68, Std. D=1.210), a constructive review process (Mean=5.26, Std.D=1.268), high impact on career development (Mean=5.34, Std.D=1.363), and a good overall reputation (Mean=5.58, Std. D=1.195), with the 2010 Survey indicating a significant increase in perceived prestige of IJRM (p<0.05) and somewhat higher mean scores for all other IJRM attributes, compared to the ratings reported in 2008 (Table 7). Nevertheless,

they are less likely to submit their best work to IJRM (Mean=3.19, Std. D=1.763). However, JRs in cluster 1 are more likely than the relatively established academics in clusters 2 and 3 to regard IJRM as the first choice when submitting their best work (Mean_{cls1}=3.95, Mean_{cls2}=3.29, Mean_{cls3}=2.88, p<0.01).

Tables 7 Agreement with attributes of IJRM

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.The journal has highly qualified reviewers	2008	220	5.56	1.224	p>0.05
	2010	219	5.68	1.210	.279
2.The review process is constructive	2008	195	5.03	1.384	p>0.05
	2010	205	5.26	1.268	.080
3.The journal has a diverse readership	2008	213	4.49	1.469	p>0.05
	2010	213	4.62	1.608	.414
4.The journal has a good overall reputation (prestige)	2008	233	5.33	1.221	p<0.05
	2010	224	5.58	1.195	.027
5.Publications in the IJRM have a high impact on career development	2008	225	5.10	1.439	p>0.05
	2010	224	5.34	1.363	.069
6.The journal is my first choice in submitting my best work	2008	230	2.98	1.647	p>0.05
	2010	227	3.19	1.763	.196

Concerning the published work in the IJRM, respondents' views, again, reflect higher levels of agreement with the attributes in Survey 2010, compared to the 2008 Survey. Respondents indicated that IJRM still focused on quantitative/econometric modeling (Mean=5.47, Std. D=1.364) rather than qualitative marketing research methods (Mean=2.57, Std. D=1.337), and the relevance of published papers in IJRM to managers still remained low (Mean=3.66, Std. D=1.551) (Table 8). Respondents in the 2010 Survey more strongly perceive IJRM papers to be focused on qualitative marketing research methods, compared to perceptions in 2008 (p<0.05)(Table 8). Opinions between clusters vary significantly (Table 9). Generally, members in clusters 2 and 3 seem to be more critical than their junior counterparts in cluster 1 about the published work in IJRM, showing lesser agreement with particular attributes of the content, as shown in Table 9.

Table 8 Agreement with the published work in IJRM

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.The quality of the	2008	237	5.04	1.380	p>0.05

published papers is consistently high	2010	225	5.28	1.321	.064
2.The published papers in the IJRM reflect the diversity of European marketing research	2008	237	4.20	1.787	p>0.05
	2010	225	4.31	1.669	.501
3.European-based research in marketing is mostly represented in the IJRM	2008	233	3.88	1.538	p>0.05
	2010	220	4.00	1.536	.389
4.The published papers in the IJRM reflect a balance between qualitative and quantitative marketing research methods	2008	233	3.33	1.673	p>0.05
	2010	222	3.45	1.523	.426
5.The published papers in the IJRM are more focused on quantitative / econometric modeling	2008	231	5.47	1.423	p>0.05
	2010	222	5.47	1.364	.967
6.The published papers in the IJRM are more focused on qualitative marketing research methods	2008	230	2.28	1.180	p<0.05
	2010	223	2.57	1.337	.017
7.The published papers in the IJRM address issues that are of current concern to business practice	2008	234	3.88	1.538	p>0.05
	2010	221	4.05	1.487	.222
8.The published papers in the IJRM are relevant to managers	2008	234	3.38	1.601	p>0.05
	2010	220	3.66	1.551	.060
9.The published papers in the IJRM provide insight into the practice of marketing	2008	234	3.59	1.611	p>0.05
	2010	223	3.75	1.608	.291

Table 9 Cluster difference of agreement with the published work in IJRM

	Cluster 1			Cluster 2			Cluster 3			Sig.
	N	Mean	Std. Dev.	N	Mean	Std. Dev.	N	Mean	Std. Dev.	

2.The published papers in the IJRM reflect the diversity of European marketing research	43	4.95	1.194	58	4.50	1.466	75	4.12	1.881	p<0.05
3.European-based research in marketing is mostly represented in the IJRM	42	4.64	1.246	56	4.21	1.411	75	3.71	1.566	p<0.01
6.The published papers in the IJRM are more focused on qualitative marketing research methods	43	3.28	1.386	57	2.60	1.387	74	2.26	1.171	p<0.01
7.The published papers in the IJRM address issues that are of current concern to business practice	43	4.60	1.050	55	4.42	1.287	74	3.96	1.475	p<0.05
8.The published papers in the IJRM are relevant to managers	42	4.45	1.214	55	3.78	1.487	74	3.57	1.553	p<0.01
9.The published papers in the IJRM provide insight into the practice of marketing	43	4.60	1.294	56	3.87	1.514	75	3.53	1.647	p<0.01

A multiple regression conducted to examine the effect of each attribute of IJRM on overall satisfaction with IJRM (Table 10) shows that overall satisfaction with IJRM is significantly affected by the journal's highly qualified reviewers, diverse readership, and whether the journal is considered as a respondent's first choice in submitting his/her best work.

Table 10 Regression analysis: Effects of satisfaction with attributes of IJRM on overall satisfaction with IJRM			
N=246	Std Beta	t	Sig.
The journal has highly qualified reviewers	0.176	2.104	p<0.05
The journal has a diverse readership	0.287	4.597	p<0.01
The journal is my first choice in submitting my best work	0.215	3.454	p<0.01

Independent Variables: Each attribute of IJRM	Regression model: Ad R Square=0.514,
Dependent Variable: Overall satisfaction with IJRM	F=34.450, p<0.01

Other Publications

Just over half of the respondents read the Chronicle (51%) and a majority, the Newsletter (64%). Among the characteristics of the Chronicle and Newsletter, respondents are more satisfied with structure ($\text{Mean}_{\text{chr}}=5.19$, $\text{Std. D}=1.344$; $\text{Mean}_{\text{news}}=5.19$, $\text{Std. D}=1.306$) and general informative character ($\text{Mean}_{\text{chr}}=5.10$, $\text{Std. D}=1.206$; $\text{Mean}_{\text{news}}=5.29$, $\text{Std. D}=1.354$), while less satisfied with educational character ($\text{Mean}_{\text{chr}}=3.74$, $\text{Std. D}=1.489$; $\text{Mean}_{\text{news}}=3.82$, $\text{Std. D}=1.552$). In general, we find that mean scores for characteristics evaluated by respondents are higher in the 2010 than 2008 survey (see Tables 11 and 12). JRs in cluster 1 are found to be more satisfied with the educational character for both the Chronicle ($\text{Mean}_{\text{cls1}}=4.77$, $\text{Mean}_{\text{cls2}}=3.59$, $\text{Mean}_{\text{cls3}}=3.48$, $p<0.05$) and the Newsletter ($\text{Mean}_{\text{cls1}}=4.52$, $\text{Mean}_{\text{cls2}}=3.71$, $\text{Mean}_{\text{cls3}}=3.43$, $p<0.05$) than 'older' members in clusters 2 and 3.

Table 11 Satisfaction with Chronicle characteristics

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
Structure	2008	85	4.98	1.215	p>0.05
	2010	104	5.19	1.344	
Layout	2008	85	4.79	1.245	p>0.05
	2010	102	4.86	1.635	
Material/content	2008	85	4.74	1.135	p>0.05
	2010	103	4.86	1.261	
Open to members' articles	2008	79	4.44	1.375	p>0.05
	2010	97	4.69	1.341	
Informative character (general)	2008	83	5.01	1.235	p>0.05
	2010	102	5.10	1.206	
Informative character (covering European academic issues)	2008	82	4.66	1.288	p>0.05
	2010	102	4.89	1.304	
Educational character (producing knowledge/special themes)	2008	83	3.49	1.338	p>0.05
	2010	102	3.74	1.489	

Table 12 Satisfaction with Newsletter characteristics

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
Structure	2008	70	4.87	1.250	p>0.05
	2010	121	5.19	1.306	
Layout	2008	69	4.78	1.360	p>0.05
	2010	120	4.91	1.414	
Material/content	2008	69	4.93	1.287	p>0.05
	2010	120	5.00	1.328	
Open to members' articles	2008	64	4.28	1.685	p>0.05
	2010	113	4.58	1.591	
Informative character (general)	2008	68	5.06	1.268	p>0.05
	2010	119	5.29	1.354	
Informative character (covering European academic issues)	2008	67	5.00	1.371	p>0.05
	2010	118	5.21	1.306	
Educational character (producing knowledge/special themes)	2008	68	3.78	1.524	p>0.05
	2010	117	3.82	1.552	

Two multiple regressions were conducted to examine the effect of the respondents' satisfaction with Chronicle characteristics on overall satisfaction with the Chronicle (Table 13) and the effect of satisfaction with Newsletter characteristics on overall satisfaction with the Newsletter (Table 14). The result shows that overall satisfaction with the Chronicle is only significantly affected by material/content of the Chronicle, while overall satisfaction with the Newsletter is significantly affected by layout, material/content and educational character of the Newsletter.

Table 13 Regression analysis: Effects of satisfaction with attributes of the Chronicle on overall satisfaction with the Chronicle			
N=246	Std Beta	t	Sig.
Material/content	0.267	2.135	p<0.05
Independent Variables: Satisfaction with attributes of Chronicle	Regression model: Ad R Square=0.339,		
Dependent Variable: Overall satisfaction with the Chronicle	F=7.659, p<0.01		

Table 14 Regression analysis: Effects of satisfaction with attributes of the Newsletter on overall satisfaction with the Newsletter			
N=246	Std Beta	t	Sig.
Layout	0.257	2.206	p<0.05

Material/content	0.402	3.748	p<0.01
Educational character (producing knowledge /special themes)	0.176	2.235	p<0.05
Independent Variables: Satisfaction with attributes of Newsletter Dependent Variable: Overall satisfaction with the Newsletter	Regression model: Ad R Square=0.462, F=14.270, p<0.01		

Most respondents preferred receiving IJRM *both* by mail and online (59.0%), whereas 27% preferred the 'mail only' format. The 'online only' format was preferred for the Chronicle and the Newsletter (49% and 65% respectively), with the 'mail only' delivery mode preferred respectively by 28% and 21% respondents.

EMAC Website

Just over a half of the respondents visit the EMAC website (51%), with those who do strongly agreeing that members should be able to download the annual conference proceedings from the web site (Mean=6.18, Std. D=1.169), echoing the views conveyed in the 2008 Survey (Mean=6.47, Std.D=.809). Respondents also agree that the website is useful - 'contains all the necessary information' (Mean=5.35, Std.D=1.189), easy to use as 'the information is easily accessible (Mean=5.26, Std.D=1.348), and that the 'online job market is a very crucial part of the EMAC web presence (Mean=5.27, Std.D=1.435). Overall, mean scores for respondents' agreement with the latter three attributes of the EMAC website are higher in the 2010 than 2008 survey.

The multiple regression of the effect of website characteristics on overall satisfaction with EMAC website (Table 15) shows that overall satisfaction with EMAC website is significantly affected by ease of use and its role as the main communication channel among EMAC members.

Table 15 Regression analysis: Effects of website characteristics on overall satisfaction with EMAC website			
N=246	Std Beta	t	Sig.
The information provided is easily accessible (ease of use)	0.309	2.734	p<0.01
It is considered to be the main communication channel among members	0.214	2.443	p<0.05
Independent Variables: Website characteristics Dependent Variable: Overall satisfaction with EMAC website	Regression model: Ad R Square=0.468, F=11.679, p<0.01		

Academic Resource Portal

Only 27% respondents indicated that they have been informed about the academic resource portal (ARP) while only 6% of respondents have actually used it. For those respondents who did use the portal, satisfaction is highest with its structure (Mean=4.94, Std. D=1.219), ease of use (Mean=4.89, Std. D=1.568), and layout (Mean=4.88, Std. D=1.219). Overall, satisfaction scores for ARP attributes are relatively low, although a significant increase in mean scores is noted for ease of use, sharing of teaching practice, and enhancement of teaching resources in the 2010 Survey (Table 16).

Table 16 Satisfaction with Newsletter characteristics

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
1.Ease of use	2008	18	3.89	1.323	p<0.05
	2010	18	4.89	1.568	.046
2.Structure	2008	18	4.17	1.543	p>0.05
	2010	17	4.94	1.249	.113
3.Layout	2008	18	4.06	1.392	p>0.05
	2010	17	4.88	1.219	.071
4.Sharing of teaching practice	2008	17	2.71	1.532	p<0.01
	2010	17	4.41	1.622	.004
5.Sharing of research practice (not appeared in survey 2008)	2008	0	.	.	.
	2010	17	4.59	1.661	.
6.Enhancement of teaching resources (syllabi, teaching materials, simulations etc.)	2008	17	2.65	1.498	p<0.05 .015
	2010	15	4.00	1.464	
7.Enhancement of research resources (articles found through search engines, links to references, etc.) (not appeared in survey 2008)	2008	0	.	.	.
	2010	17	4.41	1.460	.
8.Level of participation/interest among EMAC members	2008	18	2.72	1.873	p>0.05
	2010	17	4.00	1.936	.056

EMAC Orientation and Linkage to Other Associations

Generally, respondents agree that EMAC should strengthen its relationship with industry, in particular, through encouraging/sponsoring marketing practices (Mean=5.08, Std. D=1.508), attracting more practitioners to join the academy (Mean=4.94, Std. D=1.595) and championing relationships with practitioner-focused organizations (Mean=4.94, Std. D=1.632). They also indicated higher importance to establishing a closer link with other academies/association in North America (Mean=5.45, Std. D=1.409), academies in the Eurozone (Mean=5.04, Std. D=1.471) and practitioners' associations (Mean=5.01, Std. D=1.643, Question 32).

General Satisfaction and Loyalty

Respondents are mostly satisfied with the annual conference (Mean=5.61, Std. D=1.073) and IJRM (Mean=5.16, Std. D=1.505), while least satisfied with the academic resource portal (Mean=3.73, Std. D=1.289). An independent sample t-test comparing respondents' overall satisfaction with EMAC services in Survey 2010 and Survey 2008 shows a significant increase in levels of satisfaction with the newsletter, chronicle, and academic resource portal in 2010 (as shown in Table 17). Generally, the overall satisfaction scores for EMAC services are higher in the 2010 than 2008 Survey.

Table 17 Satisfaction with each EMAC service

	Year	N	Mean	Std. Deviation	Sig. (2-tailed)
Annual conference	2008	245	5.66	1.085	p>0.05
	2010	218	5.61	1.073	
IJRM	2008	236	4.90	1.490	p>0.05
	2010	218	5.16	1.505	
Newsletter	2008	163	4.20	1.415	p<0.01
	2010	201	4.86	1.282	
Chronicle	2008	161	4.24	1.322	p<0.05
	2010	189	4.61	1.343	
Website	2008	193	4.56	1.228	p>0.05
	2010	194	4.43	1.417	
Academic Resource Portal	2008	104	3.09	1.429	p<0.01
	2010	158	3.73	1.289	
Networking	2008	194	4.84	1.397	p>0.05
	2010	202	4.92	1.341	
Membership fee	2008	229	3.98	1.560	p>0.05
	2010	215	4.06	1.629	

A comparison of the mean scores for respondents' perceived importance of services/attributes for joining an academic association like EMAC and their satisfaction with these services suggests that EMAC does not fully meet members' expectations in regard to key services, such as the annual conference, IJRM, networking, and membership fee. However, it meets/exceeds the expectations in areas of lowest importance (i.e., website and other publications) (see Figure 4).

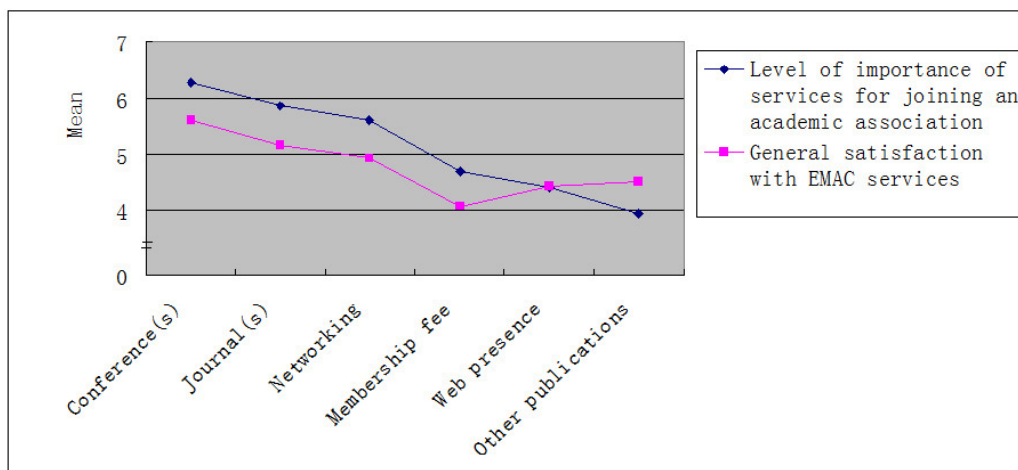


Figure 4 Level of Importance for Joining An Academic Association vs. General Satisfaction with EMAC services

Table 18 Difference in mean scores for general satisfaction with EMAC services and importance for joining an academic association: 2008 vs 2010

	Year	N	Difference in mean scores	Std. Deviation	Sig. (2-tailed)
Conference(s)	2008	243	-0.444	1.1748	p<0.05
	2010	217	-0.668	1.1982	
Journal(s)	2008	234	-0.667	1.6881	p>0.05
	2010	217	-0.682	1.7147	
Networking	2008	190	-0.674	1.4974	p>0.05
	2010	201	-0.697	1.4326	
Membership fee	2008	227	-0.595	2.5734	p>0.05
	2010	214	-0.682	2.4268	
Web presence	2008	190	0.326	1.8312	p>0.05
	2010	192	0.078	1.6497	
Other publications	2008	145	0.531	1.5118	p>0.05
	2010	185	0.730	1.5965	

The difference in the mean scores between general satisfaction with EMAC services and importance for joining an academic association show only the gap between satisfaction and expectation for EMAC conference has significantly and slightly widened in 2010 (Table 18).

Nevertheless, respondents rated positively their overall experience with EMAC (Mean=5.41, Std. D=0.985) and are likely to renew their membership for 2011 (Mean=5.63, Std. D=1.696) and recommend EMAC membership to third parties (Mean=5.26, Std. D=1.584). The independent sample t-tests show no significance in difference for the three items between Survey 2010 and Survey 2008.

Multiple regression analyses of the impact of satisfaction with each EMAC service on overall experience/satisfaction and on loyalty (likelihood to renew membership and recommend membership) show that the annual conference, IJRM, networking, and membership fee have a significant impact on overall experience and satisfaction (Table 18); membership fee significantly affects the likelihood of membership renewal (Table 19), while the probability of recommending EMAC to others is significantly affected by satisfaction with annual conferences and membership fee (Table 20). Membership fee is prevalent across the three models in 2010, in contrast with Survey 2008 where networking opportunities was cast in a similar role.

N=246	Std Beta	t	Sig.
Annual conference	0.336	5.418	p<0.01
IJRM	0.183	3.040	p<0.01
Networking	0.231	3.605	p<0.01
Membership fee	0.231	3.571	p<0.01
Independent Variables: Satisfaction with EMAC services/attributes	Regression model: Ad R Square=0.463,		
Dependent Variable: Overall satisfaction with EMAC	F=19.107, p<0.01		

N=246	Std Beta	t	Sig.
Membership fee	0.394	4.773	p<0.01
Independent Variables: Satisfaction with EMAC services/attributes	Regression model: Ad R Square=0.313,		
Dependent Variable: Likelihood to renew membership	F=9.376, p<0.01		

N=246	Std Beta	t	Sig.
Annual conference	0.306	3.866	p<0.01
Membership fee	0.183	2.240	p<0.05
Independent Variables: Satisfaction with each EMAC service Dependent Variable: Likelihood to recommend EMAC membership	Regression model: Ad R Square=0.327, F=9.885, p<0.01		

Suggestions from Members

Members' suggestions on how to improve each EMAC service were collected and summarized as follows in Table 21:

EMAC Services	Suggestions	N
Conferences N=60	Lower conference fee	12
	More selective review process	11
	Higher quality of papers	8
	Shorter duration	6
	Strengthening links with academia from different places (especially North America)	6
	Encouraging networking opportunities	6
	Less parallel sessions	5
	Smaller size of participants	4
	Better supporting facilities (dinner, internet, sports, side events, etc.)	4
IJRM N=38	Less biased toward quantitative/econometric /modeling methodology	15
	More management- and practitioner-oriented	6
	More diverse topics	3
	More innovative works	3
	Higher quality of papers	3
Chronicle and Newsletter N=9	Integrating information of the two (combining as one source or onto the website)	3
	Delivering both online	2
Website N=10	Improving interactive communication	2
	Indexing conference proceedings	1
Academic Resource Portal N=14	Little need for it	3
	Better marketing of its presence	2

Major findings and Strategic Priorities for EMAC

- Four key elements influence overall experience/satisfaction with EMAC –

annual conferences, IJRM, networking opportunities, and membership fee. Of these, annual conferences and membership fee significantly impact members' likelihood to recommend EMAC membership. Membership fee, however, is the *only* factor that additionally influences likelihood to renew EMAC membership in 2011.

- While EMAC meets and exceeds members' expectations in areas of lowest importance (i.e., web presence and other publications respectively), satisfaction with key attributes such as the annual conferences, IJRM, networking, and membership fee falls below expectations.
- The issue of EMAC membership fee must be addressed. Expectations for any fee reduction in the future, however, must be set against the reality – membership fee has steadily fallen in real terms, over the last 8 years, given that there has been **no increase** in the membership fee (€90) since 2002. Understandably, 'pricing' shapes customers' evaluation of quality and perceptions of value-for-money. Pressure on membership fee poses additional challenges for EMAC in the face of ever more demanding and discerning membership base. While average ratings of members' overall experience/satisfaction with EMAC has been positive and consistent in the 2008 and 2010 surveys, there is urgent need to address the potential threat of reduced likelihood of both membership renewal and recommendations, in the current economic climate.
- In order to attract and retain members, EMAC has to continually meet and exceed members' expectations and to deliver superior value-for-money. It also has to provide more unique services relative to the competition, given that a majority of EMAC members also subscribe to, and have experiences of, other associations. The strategic priority for EMAC has to be a focus on closing the expectations-experience gap and enhancing value-for-money. In view of our limited resources, efforts should be precisely targeted to secure the maximum return on investment in innovations and improvements in activities that have the greatest impact on members' overall satisfaction and loyalty.
- The significant impact of satisfaction with the annual conferences on overall EMAC experience and loyalty, suggests that EMAC must continually seek ways to improve its performance in attributes that significantly influence conference success, notably, quality of sessions, value-for-money, networking opportunities, and social events. However, the 2010 survey points to a greater need to address issues that might undermine the quality of sessions and value-for-money for conferences, given that the mean satisfaction scores for both these attributes are relatively lower than those for networking and social events. The quality of paper sessions is linked to the review process. Although members' rating of their satisfaction with the conference paper review process is significantly higher in the 2010 than 2008 survey, there is room still for improvement.
- IJRM seems more likely to influence overall EMAC experience/satisfaction, as opposed to loyalty. While a majority of the attributes of IJRM are rated more

positively by members in 2010 compared to 2008, the strategic priority should be to redress areas of concern with its published work, including: the perceived imbalance between qualitative and quantitative research methods, predominance of econometric modeling, and low business or practical relevance. Again, it is important to note the perceptual error for members to view IJRM articles as predominantly quants/modeling. Independent judges' classification of the 150 or so papers, published in the IJRM since 2005, show that there is a roughly equal representation (one-third of each) of strategy-, consumer behaviour- and modeling- papers, reflecting a more uniform division of research and data analytical methods (e.g., experimental, statistical and econometrics) than is currently perceived. Our strategic priority is to redress the apparent misperception. In the spirit of continuous improvement, EMAC should build on the success of recent efforts culminating in more favourable impressions of IJRM, while placing high priority on sustaining member satisfaction with attributes which most strongly impact overall satisfaction with IJRM, namely, highly qualified reviewers, a diverse readership, and desirability as the first choice for submission of members' best work

- While overall satisfaction score for the EMAC attribute of networking opportunities/job contacts is higher in 2010, the observed expectations-experience gap in the performance of this attribute, calls for more innovative, cost-effective means to strengthen and sustain networking opportunities. This may call for more streamlined and/or integrated communications and networks, linking opportunities established and promoted through major channels, including the annual conferences, Newsletter, Chronicle, and the website.
- Improved levels of readership of the Newsletter and Chronicle and overall satisfaction with these services, is encouraging. Although of lesser importance in influencing overall satisfaction with EMAC and loyalty, these publications have the potential to disseminate targeted information to members in a cost-effective manner. The use of an 'online-only' delivery mode for these publications may offer potential cost-savings in the future. Looking ahead, ongoing improvements in material/content is a priority, as this attribute significantly affects overall satisfaction with these publications. Looking ahead, efforts to stimulate the provision of educational knowledge and special themes, also significant in influencing particularly younger members' satisfaction with the Newsletter, may also provide innovative platforms for presenting and promoting intellectual exchanges and networking opportunities.
- Website experience is significantly influenced by its ease of use and capacity to act as the main communications channel among members. Though of lower importance, ongoing investment is essential to improve website functionality and to fulfill its role as a key communications tool.
- Members' awareness and usage of the recently upgraded Academic Research Portal (previously Teaching Portal) has been, lamentably, low. Although users are somewhat satisfied with their experience of the improved portal, EMAC

needs to critically assess the current and potential resource needs and cost-effectiveness of future investments required to significantly raise awareness and utilization of the portal. As the portal provides access to a range of content, including past conference proceedings (a service deemed important to members), teaching and related research materials, its low importance/underutilization calls for a review of its purpose and usefulness, within the context of EMAC's portfolio of communication channels (i.e., the website, Chronicle, Newsletter, conferences).

- Changing demographics in terms of the rising proportion of junior- and early-career researchers responding to our survey, bodes well for the academy. The 'young ones' are our future. Insights into their expectations and experience of EMAC highlight the need to address their concerns for membership fee, and issues, such as, how to better fulfil their needs for career development, social networking, and communications (productive exchanges) among members. Future website developments should be ever more responsive to the needs of this upcoming group of members.
- Members have also provided a number of helpful suggestions for improvements in services. Noteworthy are the following: calls for higher quality of papers and more selective reviewing process for both annual conferences and IJRM; for annual conference, members expect more networking opportunities, less parallel sessions, and more cooperation with different academia from other parts of the world; for IJRM, members still perceive (arguably erroneously) the bias towards quantitative/econometric/modeling research in published works, and hope this journal to be more open to works using other methodologies, i.e. qualitative, exploratory, and conceptual works. Further, published work reflecting diverse topics, management- and industry- orientation should be encouraged and introduced by IJRM.

Conclusion

We acknowledge the areas of concerns highlighted by members in the 2010 Survey. However, compared with the 2008 Survey, overall satisfaction ratings for EMAC services in the 2010 Survey are generally higher, and, significantly so for several areas of activities, including: Newsletter, Chronicle, Academic Resource Portal. These improvements demonstrate the success of ongoing efforts to improve EMAC services in response to issues and suggestions arising from the 2008 Survey. The 2010 Survey findings reinforce the fruitfulness of efforts to listen and respond in earnest to members' views and suggestions. I believe that, working together as a team, we will succeed in meeting and exceeding members' expectations. In concluding this report, I would like to thank all the EMAC members who kindly participated in the survey. Your views count! I would also like to thank colleagues at Aston University: Selena Teeling for her help in setting up and managing the online survey, and Luo Yong for his assistance with data analysis. Thanks also go to members in the EMAC Steering Committee and Executive

Committee for their constructive comments on/suggestions for, improving, both the survey instrument and this report. Last, but not least, I am grateful to Nina Payen (EIASM) for her support throughout the process.

Reference

Avlonitis, George. "Assessing the views and perceptions of EMAC members", *EMAC Chronicle*, No. 3, May 2008, pp. 4-7.