



## Steering Committee Meeting

Brussels, October 28/29, 2010

**Present:** George Avlonitis, Gerrit Van Bruggen, Gabriele Troilo, Veronica Wong, Udo Wagner, Hubert Gatignon, Nina Payen

**Apologies:** Gary Lilien

### **AGENDA**

#### **1. Minutes of previous meeting - June 2010, Copenhagen**

#### **2. Issues requiring decisions**

- 2.1. 2<sup>nd</sup> Journal – Hubert Gatignon
- 2.2 EIASM Service level agreement – Veronica Wong and Gerrit Van Bruggen
- 2.3 EMAC-ANZMAC Initiatives – Gary Lilien (TeleConference)
- 2.4 EMAC ‘Climber Community’ – Veronica Wong
- 2.5 EMAC Newsletter – Replacement of Newsletter Editor
- 2.6 EMAC Chronicle
- 2.7 EMAC Fellows
- 2.8 Fellows task force on revenue creation – Veronica Wong

#### **3. Progress report**

- 3.1 EMAC Electronic Resource - Progress Report – Hubert Gatignon
- 3.2 EMAC Archiving System – Veronica Wong
- 3.4 Doctoral Colloquium: Procedure for appointment of Chair – Gabriele Troilo
- 3.5 Elections

#### **4. Misc**

#### **5. Date and time of next meeting**

- Web meeting: March 17, 2011 – 12.00 – 15.00 (To be confirmed)
- Ljubljana, May 24, 2011 – 10.00 – 12.00

## ACTION POINTS

ACTIONS POINTS	WHO	WHEN
2 <sup>nd</sup> Journal Decision to support the new editor up to 5.000 Euros (for a period of 3 years)	Hubert Gatignon	
New VAT rules: EMAC to ask for a VAT number	Gerrit Van Bruggen/Nina Payen with Nicole Coopman	ASAP
Climber Community- To pilot the project at EMAC 2011 conference with no cost for EMAC Veronica to inform Melanie Zaglia Nina to coordinate with Melanie to implement at EMAC conference	Veronica Wong Nina Payen	Immediately For EMAC Conference 2011
Increase contribution to 40.000 Euros for EMAC 2014 conference	Gabriele Troilo/Nina to update contract	Immediate
EMAC McKinsey award winners to pay their conference fee	Nina to implement	For the EMAC 2011 conference
EMAC Distinguished Marketing Scholars to pay their conference fee	Nina to implement	For the EMAC 2011 conference

## MINUTES OF MEETING

The EMAC President Veronica Wong, chairing her first Steering Committee welcomed the members present and opened the meeting.

### 1. Minutes of Meeting – Copenhagen, June 2010

No comments were made and the minutes were approved.

*Annex 1: Minutes of Steering Committee – June 2010, Copenhagen*

### 2. Issues Requiring Decision

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

Hubert Gatignon, VP Publications, reported on the progress of the 2<sup>nd</sup> Journal. He indicated that the response rate from the call for editors for the second journal was not high. Only a few responses were received. However after many conference/telephone calls, one person was identified and Hubert is in discussion with him. Some issues still have to be dealt between the potential candidate and his institution. Hubert also explained that the contribution from the publisher for the editor is only 2.000 Euros, which might not be enough. EMAC needs to make a contribution to top up the 2.000 Euros. EMAC might consider contributing up to 5.000 Euros.

Veronica mentioned that if EMAC launches a new product, it should finance its promotion, for example promoting it at conferences. Udo also supported the idea adding that with a potential of 1100 members in 2011 EMAC can consider this extra contribution. George Avlonitis added that it is a worthwhile investment.

The appointment of the editor is for a 3 year period. Hubert mentioned the investment support will start in

2011 as soon as the President makes the formal appointment of the editor. The proposal for the contribution of 5.000 Euros from EMAC was approved.

## **2.2 EIASM Service level Agreement**

Gerrit Van Bruggen, EMAC new treasurer, reported on the EIASM service level agreement. He mentioned that it is a fair contribution. The contribution is 57.000 Euros VAT included but there is a transition period of 3.5 years; He briefly explained that there has been a negotiation with the EIASM Board over the transition period and they have proposed the period of 3.5 years, instead of 5 years, starting this year.

The increase in contribution will leave EMAC with a deficit of 10.000 -15.000 Euros. This deficit being a structural one, it will continue to increase in the coming years; there is thus a huge gap in the EMAC finance. There is an urgency that EMAC tries to find ways to balance its finance. There are 2 main means to achieve that: cost cutting and increase revenues.

Gerrit explained the issue around VAT. Veronica and he met a VAT consultant. Due to new EU regulations EMAC would need to charge VAT. There is one urgent issue which needs to be resolved immediately, this relating to the conference fee and membership. There is, on one side, VAT on the conference fee, which would be the Slovenian VAT rate (the VAT rate depending on the country where the conference takes place) and, on the other side, VAT on membership which will be the Belgian VAT rate.

After some discussion on the subject it was decided that the conference host should deal with the country specific VAT rate applying to the conference fee and EMAC will focus on the VAT rate related to the membership fee. The conference fee and membership fee for 2011 cannot be increased as they have already been published. EMAC can absorb the VAT rate on the membership by recuperating on the other invoices. The conference host should be able also to recuperate the VAT.

The question of the bundling of conference fee and membership fee was raised. Veronica explained briefly the reasons for bundling the two fees, mainly for membership purposes. The risk of unbundling conference fee and membership fee is high in the sense that EAMC might lose some members. Hence it is not recommended.

The Steering Committee agreed that that there would be a need to dip into the EMAC reserves; however EMAC would need to urgently find new ways to increase its revenues.

The main points discussed and decisions reached on points 2.1 and 2.2 are:

- EMAC finance is under considerable strain if relying only on the current revenue stream to support the additional expenses.
- The Steering Committee agrees to support the new Editor for an amount up to 5.000 Euros for a period of 3 years)
- The new VAT regulations might not affect the EMAC finance as EMAC would be able to recuperate VAT, once it has a VAT number.
- It was decided that EMAC has to be VAT registered
- There is a high risk of losing members if conference fee and membership fees are unbundled.

*Annex 2 a & b: EIASM Service level Agreement*

## **2.3 EMAC-ANZMAC Initiatives**

Due to a technical glitch Gary Lilien could not join the meeting via teleconference as it was originally planned. Veronica reported on the EMAC – ANZMAC initiatives. She explained that further to the communications with ANZMAC (emails which were circulated to all Steering Committee members), she did not have any response so far. The 5 initiatives proposed could be done at no costs as they are

embedded in the conference. So these initiatives can be implemented easily.

- ANZMAC to award the top student attending the ANZMAC doctoral colloquium with a place in the EMAC doctoral colloquium. ANZMAC will provide funding up to \$5,000 to cover costs of airfare and accommodation.
- At each ANZMAC and EMAC conference there will be an informal lunch/dinner where Fellows of each association meet to discuss how the academy's can work together. ANZMAC Fellows will be invited to the EMAC Conference and vice versa for EMAC Fellows to the ANZMAC Conference.
- Formalising networks, e.g. expanding the role of the EMAC International Relations Vice-President to include relationship management with associations including ANZMAC.
- Develop website linkages between the two organisations.
- Begin discussions on how best to utilise BigMac, e.g. increase the frequency of conferences, improved promotion, clarifying the purpose and objectives of BigMac, officially appoint officials from both organisations, better linkages between BigMac and the colloquium to foster network between junior researchers.

Gabriele commented on the 5<sup>th</sup> initiative indicating that he did not see the interest of increasing the frequency of joint events.

*Annex 3: EMAC-ANZMAC initiatives*

*Annex 4: Report: V.P. External Relations & BIGMAC Protocol*

## **2.4 EMAC Climber Community**

Further to a proposal made by Melanie Zaglia from University of Innsbruck (proposal in annex), the Steering Committee discussed the relevance and possibility of establishing an EMAC Climber Community.

The Climber Community aims at developing a special community within EMAC for the target group of postdocs and researchers at the beginning of their career.

The aim is to:

- set up a platform to communicate and interact
- set up of a community meeting in the form of a get-together or special session at the Annual conference with a key note speaker

Implications for EMAC as indicated in the proposal are the costs related to the meeting at the EMAC Annual Conference (lunch and dinner), travel expenses for keynote speakers and hosting cost for the online platform.

The Steering Committee members found the proposal interesting; but EMAC cannot cover the costs. The decision reached on this proposal is to encourage the development of networks along the line as suggested in the proposal and use the EMAC conference as a forum, but this to be at no cost for EMAC. It would be quite easy to implement at the EMAC conference. Nina Payen can organize the meeting (lunch meeting) with the conference host.

Decision was reached to pilot the project at the next EMAC Conference in Ljubljana. Once the project is started and if there is something interesting, a special section on the EMAC website can be devoted to the Climber Community.

*Annex 5: Proposal for Climber Community*

## **2.5 EMAC Newsletter**

Veronica Wong indicated that Paulina Papastathopoulou, current editor of the EMAC newsletter has indicated her wish to step down as editor. Veronica thanked Paulina for the excellent job done for the newsletter during the last 3 years. There is now a need to find a new editor starting for 2011. It was proposed to ask the national coordinators at the Executive Committee meeting.

*Annex 6: EMAC Newsletter – Editor*

## **2.6 The EMAC Chronicle**

Following the decision made at the last meeting, the EMAC Chronicle appears now only in an online version. George Avlonitis had taken the responsibility of issuing this first online edition and would do it for the next issue too.

Veronica thanked George for his excellent work.

## **2.7 EMAC New Fellows**

Veronica Wong was pleased to report on the EMAC Fellows elections. Gilles Laurent, Dean of the EMAC Fellows and Susan Douglas conducted the elections for EMAC Fellows. Two new Fellows were elected – George Avlonitis and Marnik Dekimpe. This election has to be approved by the Executive Committee. The Steering Committee members congratulated the newly appointed fellows.

*Annex 7: EMAC Fellows Election*

## **3. Progress report**

### **3.1 EMAC Electronic Resource**

Hubert reported on the progress of the Electronic Resource. Thorsten Hennig-Thurau, the newly appointed editor was unable to attend the meeting. He has been discussing and had made arrangements for the site. Unfortunately he has not progressed very far. Torsten will present at the next meeting in Ljubljana.

The question that the Electronic Resource has never taken off was raised. Hubert indicated that the Electronic Resource has been given a new turn with this new editor. If no proposal is made at the next meeting, then a decision on its future would need to be taken.

### **3.2 EMAC Archives**

Veronica reported on the EMAC archiving system. She thanked Susan Douglas for her contribution in looking into the current archives and making suggestions in an effort to make it a more efficient system.

Some of the points addressed are:

- All Protocols available are now online
- Steering and Executive Committee minutes are now online and accessible (when approved) to only the relevant members. These reports will be password protected.
- All EMAC annual conferences, EMAC Doctoral Colloquium are listed on the website.

Details in annex.

Some further improvements/ideas proposed:

- Make the list of members available to public. For the moment it is password protected, available to only EMAC members. There might be some legal issues to it. So this needs to be looked into further.
- Make separate sections on the website for ‘Executive Committee only’, Steering Committee Only’ etc, password protected.

*Annex 8: EMAC Archives*

### 3.3 Doctoral Colloquium and EMAC Conferences

Gabriele Troilo reported on the conferences and Doctoral Colloquium.

#### *Conference process improvements*

He briefly commented on the process improvements for the conference

- review process improved to enhance quality of review
- new, easier paper format has been implemented – 7 page paper, all tables, figures, etc., included
- improvements to the EIASM database
- implementation of online payment system

#### *Future Conferences:*

*EMAC 2013 Conference:* Gabriele was pleased to announce that Istanbul Technical University, Turkey has made a proposal to host the 2013 EMAC Conference. The ITU is one of the most reputable top three Turkish universities.

Elif Karaosmanoglu, EMAC national representative for Turkey would chair the conference. Zeynep Gurhan-Canli, ex national representative for Turkey would support Elif.

Istanbul is a good location and ITU has the capacity to host the conference. Gabriele strongly recommends the candidacy of ITU.

The dates proposed are: 4-7 June 2013. It was mentioned that these dates might overlap with Marketing Science conference. Nina would check with Gary Lilien if there would be any overlap.

*EMAC 2014 conference:* Gabriele has started to talk to the University of Valencia who have expressed an interest.

Gabriele mentioned that there is not a lot of proposals to host future EMAC conferences.

#### *Regional and Thematic Conferences*

*2011 Regional Conference:* The Steering Committee has approved the candidacy of the University of Iasi, Romania. This 2<sup>nd</sup> EMAC regional conference will take place in Iasi on 21-23 September 2011. Corneliu Munteanu, Chair of the conference will present at the Executive Committee.

*Thematic Conference:* 2 proposals for thematic conferences have been received.

- Conference on Marketing and Design with Prof Tore Kristensen from Copenhagen Business School
- Conference on Multi-stakeholder interactions in value creation and value generation processes with Prof Hans Muehlbacher.

Preliminary contacts have been made.

These 2 proposals are the spin-offs of 2 SIG tracks from the last EMAC Conference in Copenhagen.

*Doctoral Colloquium:* A new Doctoral Chair, Andreas Hermann, University of St Gallen, has been appointed. He indicated that the appointment of chair for the Doctoral Colloquium is an informal process. The outgoing chair would make a recommendation of a potential chair to the V.P. conferences. The V.P. Conference then contacts the potential chair. The recommendation is then proposed to the Steering Committee who approves the decision.

This procedure works well and there is no reason to change it or formalise it.

He mentioned the cost issue for the Doctoral colloquium. The faculty accommodation (3 nights) is a heavy cost for the conference host. Gabriele is working with Andreas to see how to handle/reduce the costs for the Doctoral Colloquium.

#### *Annex 9: Report from V.P. Conferences*

### **3.4 Elections**

Veronica Wong briefly explained that some important positions will become vacant for the 2011 election, namely: President-Elect, V.P. Membership replacing Udo Wagner who cannot be re-elected, V.P External Relations replacing Gary Lilien who cannot be re-elected and V.P Publications Hubert Gatignon who can be re-elected.

Hubert Gatignon indicated that, although he can be re-elected, he would not wish to stand for elections and would like to step down as V.P. Publications at the end of his term in May 2011.

Veronica thanked the 3 V.Ps for the excellent job achieved and their contribution during their term of office.

*Annex 10: Elections*

### **4. Miscellaneous**

*- Proposal for new board system*

Udo Wagner made the following proposal – create a ‘decision board’ within the Executive Committee. With the increasing number of country delegates, it becomes increasingly difficult to get decisions passed in the Executive Committee. Most decisions are taken at the Steering Committee. Moreover there is a low attendance at the October Executive Committee in Brussels.

Udo proposed to have 2 bodies in the Executive Committee

- the whole Executive Committee group
- a Decision board within the Executive Committee – the national representative would elect the members for this ‘decision board’

*- EMAC awards*

Udo also reported that there are substantial rumours among members about current (bad) practice for the EMAC awards. The issue concerns mainly an EMAC member who has obtained an award named after him. This is felt by many members as bad practice.

Gabriele mentioned that the procedure and details of nominations for the awards should be more transparent, for example how many nominations received for a specific award.

*Annex 11: Report V.P. Membership*

*Annex 12: Membership Situation*

The meeting was adjourned at this point and resumed on the morning of the 29<sup>th</sup> October.

**29 October 2010**

### **2.8 Fellows task force on revenue creation**

This point follows up on the request made to the EMAC fellows at the last meeting in Copenhagen to generate proposals for new business models which would help EMAC to increase its revenues.

*Overview of the proposal.*

The EMAC fellows have come up with an assessment which can be summarized in various alternatives as follows:

- Low effort/low impact
  - o Reducing the number of meetings of the Steering Committee
- Medium effort/low import

- Increasing membership by setting targets for the developing countries
- High effort/low impact
  - Reducing the number of national representatives
- Low effort/medium impact
  - Increase in EMAC fee
- Medium effort/medium impact
  - Create council with leading practitioners
  - Seek sponsorships for awards
- High effort/medium impact
  - Institutional membership
  - Practitioners track at EMAC Conference
- Low effort/high impact
  - Increase contribution from conference
- High effort/high impact
  - Explore practice meeting with ESOMAR
  - Organise seminars for practitioners with help of ESOMAR
- Asking for money from EU

The discussion centered mainly on the following points.

- The proposal is mostly about how to reduce cost/increase revenue and not reflect a new business model, which raised the question of whether EMAC needs a new business model?
  - Cost cutting strategies. Among the various proposals, are:
    - Reduce number of meetings
    - Cut some of EMAC activities but this might reduce at the same time the benefits to members
  - Increase revenues
    - Asking for higher contribution from conference host. EMAC has asked for a contribution of 6.000 Euros for 2011 and 2012 conference. It was decided to increase this contribution to 10.000 Euros in 2013. EMAC might increase this contribution substantially, for example to 35.000 – 40.000 Euros.  
Gabriele indicated that this might be difficult in the short run. He mentioned that a few years ago, there was a long list of universities to host the EMAC conference. Today, there are no self-generated nominations. He has to approach the universities. Organising conferences, especially such a big conference as EMAC is a risky business. Moreover EMAC puts a lot of constraints on the conference host, like controlling the fee. The costs are very high. Universities may not wish to take such risk.
    - EMAC organizes the conference itself. This might be an idea to explore in the long run as it might generate more revenue for EMAC.
      - EMAC can make the conference more profitable by selecting less expensive cities. However, here given the large and increasing number of delegates attending the conference, only big cities have the capacity – big venues, hotels etc
      - EMAC might recruit one host to organize the conference or select 2 or 3 places to organise the conference
- The BAM example was mentioned - BAM conferences are very successful. BAM appoints a host organizer. Veronica explained that in the U.K. there is a different orchestration for the organisation of the conference; they have a team to solicit conference hosts. At EMAC there's only the V.P. Conferences.
- EMAC might look for a partnership with a host organizer, determine the budget together, look into the costs, revenues, sponsors, etc., and share the surplus.
  - Increase the number of regional and thematic conferences instead of increasing attendance to the main conference.  
EMAC might organize smaller-size conferences in nice places (one can get good

- deals at particular times of the year) with a different atmosphere – like the Winter conference at AMA.
- Exploring possibility of practitioners’ conference – but this is quite difficult to implement.  
ESOMAR runs successful conferences for practitioners. EMAC has tried to collaborate with ESOMAR on this, but it has not worked successfully. The fees were too high and there were only a very limited number of EMAC members who attended.
- Increase membership - EMAC needs to push in order to increase its membership. It needs to set a high target, for example how to reach 2000 members
- Funding – E.U. or other sponsors
  - Find sponsors for the awards
  - McKinsey is already supporting the award. A possibility would be to explore how McKinsey can support more the association. In 2011 McKinsey needs to renew the agreement for the award. It might be an opportunity to explore some more funding.
  - E.U. funding: to obtain funding from EU, there should be a project

The V.P. External relations should focus on these possibilities.

After debating and discussing on these various alternatives, there was a general consensus on the urgency of increasing the revenues in the short run. Gerrit indicated that the expenditures at EMAC would be increasing; hence there is urgency for EMAC to increase its revenues to balance its budget and not increase the deficit gap.

One of the main decisions that can be implemented in the short run is to increase substantially the contribution from the conference host. The contribution for 2013 is already set at 10.000 Euros. For 2014 conference the contribution can be increased to 40.000 Euros

*Annex 13: Proposal of New Business Model from EMAC Fellows*

## **5. Date and time of Next Meeting:**

The date of the next EMAC Steering Committee meetings

- Web meeting: March 17, 2011 – 12.00 – 15.00 (To be confirmed)
- Ljubljana, May 24, 2011 – 10.00 – 12.00

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 – June 2010*

*Annex 2 a & b: EIASM SLA Agreement*

*Annex 3: EMAC-ANZMAC Initiatives*

*Annex 4: Report – V.P. External Relations & BIGMAC Protocol*

*Annex 5: Proposal for Climber Community*

*Annex 6: EMAC newsletter - Editor*

*Annex 7: EMAC Fellows Election*

*Annex 8: EMAC Archives*

*Annex 9: Report: V.P. Conferences*

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