



Steering Committee Meeting

Meeting, May 24, 2011

Present: George Avlonitis, Gerrit Van Bruggen, Gabriele Troilo, Veronica Wong, Udo Wagner, Hubert Gatignon, Gary Lilien, Sönke Albers, Nina Payen

AGENDA

1. Welcome

Minutes of previous meeting - March 2011, Brussels

2. Issue requiring decisions

2.1 EMAC 2nd Journal - Progress Report – *Hubert Gatignon*

2.2 EMAC Electronic Resource – *Hubert Gatignon*

3. Issues for reporting and updating

3.1 Elections – *Veronica Wong*

3.2 Financials – *Gerrit Van Bruggen*

3.3 Membership – *Udo Wagner*

3.4 External Relations – *Gary Lilien*

EMAC-McKinsey Marketing Trends Survey – Focus Groups

3.5 Susan Douglas Award – Selection process – *Veronica Wong & Gilles Laurent*

3.6 Conferences – *Gabriele Troilo*

3. Misc

4. Date and time of next meeting

- Ljubljana, May 24, 2011 – 10.00 – 12.00

- Brussels, October 28, 2011 – 10.00 – 16.00

Action Points – Steering Committee Meeting - 24 May 2011

Actions	Who	When
<i>Steering & Executive Committee</i> Create a section on 'Decisions' on the minutes of the Steering and Executive Committee meetings minutes	Nina Payen	Immediate
<i>Elections process</i> Check the feasibility of conducting the elections earlier than the current time frame	Nina – Veronica Wong/Udo Wagner	Immediate Report at next Steering Committee
<i>2nd EMAC Journal</i> The new V.P. Publication will form a new search committee for editor for the 2 nd Journal	Sönke Albers	To report at next Steering Committee
<i>EMAC Electronic Resource</i> Decision was taken to stop the EMAC Electronic Resource unless an Executive Committee member takes on this task and be a champion for this project. To make an open call at the Executive Committee and General Assembly	Veronica Wong	
<i>Conferences</i> Contribution for Conference 2014 – 40.000 Euros – To negotiate with Valencia	Gabriele Troilo	
<i>Membership Fee:</i> Membership fee increased to 125 Euros to be implemented for 2014 membership. New membership fee to be approved by Executive Committee and General Assembly - Membership fee to be included in the conference fee of EMAC 2013	Gerrit Van Bruggen/Veronica Wong Gabriele Troilo	At executive Committee & General Assembly
<i>Membership</i> Membership fee for 2014 Conference (for membership in 2015) To keep the membership fee within the range of 125-135 Euros To communicate to conference host 2014	Gabriele Troilo	
<i>Susan Douglas Award</i> Decision to go – ahead Implement for 2012 conference according to protocol	Veronica Wong/ Gilles Laurent/ Gabriele Troilo Nina Payen	
<i>General Assembly & Award Ceremony</i> Proposal to schedule the award ceremony at the General Assembly or to make the award ceremony separate from the Gala dinner	Veronica Wong & Gabriele Troilo	To report at next Steering Committee

DECISIONS – MAY 24, 2011

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- **2nd EMAC Journal**
The new V.P. Publication will form a new search committee for editor for the 2nd Journal
Sönke Albers will report at the next Steering Committee
- **EMAC Electronic Resource**
Decision was taken to stop the EMAC Electronic Resource unless an Executive Committee member takes this task and be a champion for this project.
- **Conference host contribution to EMAC**
 - Confirmation of Contribution from Conference 2012- ISTCE Lisbon : 6000 Euros
 - Confirmation of Contribution from Conference 2013 – Istanbul Technical University: 15.000 Euros
- **Membership fee**
Decision to keep the membership fee within the range of 125-135 Euros for 2014 Conference for membership fee 2015
- **Susan Douglas Award**
Decision to go – ahead and implement for 2012 conference
- **Sponsoring PhD students**
Decision was taken to keep the structure as follows:
 - Keep 20 bursaries (50% of conference fee) and full membership fee
 - Keep special conference fee (50%) for attendants of doctoral colloquium, no longer free membership fee.
 - No longer special rates for PhD students attending the conference and no sponsoring of membership fee.

MINUTES OF MEETING

The EMAC President Veronica Wong welcomed all members and opened the meeting. She welcomed Sönke Albers as the newly elected V.P. Publications who will take office after the General Assembly.

She indicated that as agreed at the last Steering Committee, EMAC will now as a rule invite all newly elected Vice Presidents to the Steering and Executive Committee meetings and all newly elected national representatives to the Executive Committee meeting scheduled at the annual conference. To enable this process and give time to the newly elected officers to prepare their travel to the conference, she proposed to conduct the elections earlier, in November – December. The proposal was put forward. Udo Wagner as President-Elect and Nina would look into the feasibility of this and will inform the committee.

1. Minutes of Meeting – Webinar Meeting, March 17, 2011

A slight rectification was made to the minutes regarding the correct spelling of the name – Thorsten-Hennig Thureau. The minutes were approved.

Another point was raised concerning decisions taken at the steering and executive committee meetings. Gabriele Troilo suggested that there should be more clarity and visibility on the different decisions taken at the meetings. He proposed to have a distinct section on ‘Decisions’ in the minutes. The proposal was approved and will be implemented.

Annex 1: Minutes of Steering Committee – March 17, 2011, Brussels

2. Issues requiring decisions

2.1 EMAC 2nd Journal

Hubert Gatignon, VP Publications, reported on the progress of the 2nd Journal. The result is disappointing. So far, no potential candidate has accepted the position. Hubert explained that the 5 potential candidates contacted have declined for different reasons - mainly heavy workload and personal reasons. He is not optimistic about progress to be made in the immediate future. The fundamental issue is that the prospects of finding the right person might not be feasible. The situation as it is now is as follows:

- All 5 potential candidates have declined the proposal
- 1 member of the search committee – Jan- Benedict Steenkamp has expressed his wish to resign from the committee

It is now the responsibility of EMAC to take the appropriate decision as to the future of the project. Sönke Albers, the new V.P. Publications will now take on this difficult task. Hubert is ready to assist as ex-officio in the next search committee. The Journal needs someone to engage fully in the process from the start and champion it. It requires heavy time investment. Nonetheless, Hubert still believes that the journal with its current positioning has a place in the market. There is a huge quantity of PhD in the behavioural field, consequently, a need exists for the journal in the market. It also makes sense for an association like EMAC to take on this challenge. It is not lack of effort that has resulted in the unsuccessful outcome.

Veronica Wong thanked Hubert Gatignon for the effort he has put in this project and is grateful to Hubert for his involvement.

The members of the committee gave their views on this point, as follows:

- EMAC should take a decision. The project has been a huge investment. Some people fit the profile for this task but are not interested.
- With the current situation – 2 members of the search committee are leaving and no candidate has accepted this position, and with Hubert having worked so hard, invested huge time with no positive outcome, it would seem that the project is not a winning one.
- There are now other opportunities open to EMAC - for example the McKinsey initiatives; it would be more reasonable to support these initiatives, especially at a time when EMAC is facing financial challenges.
- There is a real demand for this 2nd journal. Dropping this project would mean a real failure. EMAC has decided to position this journal as it is currently; maybe another possibility would be to position it differently. EMAC needs a 2nd journal as the IJRM does not serve all EMAC members.
- The positioning of the 2nd Journal is very important. The committee had decided that the 2nd Journal would be a ‘Behavioural’ journal. There is no viability for another type of journal.
- There have been a lot of discussions on the topic already. The decision on a 2nd Journal was made and approved and EMAC should go ahead with this project. The suggestion of repositioning the journal might be a valid one and a solution.

The issue of the search committee was brought forward. George Avlonitis indicated that there is no reason why the names of the potential candidates who have been approached for the position of editor are kept confidential; this could be kept confidential within the Steering Committee

Gary Lilien stated that this would be inappropriate. The protocol stipulates that the names of potential candidates are kept confidential within the Search Committee. This was agreed and the potential candidates are aware of this confidentiality aspect. Hubert Gatignon, as chair of the search committee cannot break this agreement. There is independence between the Search Committee and the Steering Committee. The Steering Committee needs to trust the search committee.

Gabriele Troilo indicated that it is hard to understand the reason for this lack of transparency. The Steering Committee does have personal interest in influencing the search committee. He added that the same 'confidentiality' applied for the nominations of the EMAC Distinguished Marketing Scholar. If this is the protocol, this needs to be rediscussed. The issues raised at this point are the following:

- Lack of transparency.
- A certain 'self reinforcing circle', whereby it is always the same people who are on board committees and take the decision.
- The Steering Committee selects the members of the Search Committee, but does not have any clarity on the process.

To the question of transparency and open process, Hubert mentioned that the search for editor goes through an open call for nominations and all EMAC members can nominate a candidate. Unfortunately there were very few responses.

Sönke Albers, as new V.P. Publications, was asked for his advice. He mentioned that his role at this present meeting is more 'to listen' and to exchange information with Hubert. He will share his views with Hubert. But hearing now the facts and the discussion he is of opinion that if no good editor is found in the next 6 months, then the situation would be very critical. If no announcement is made within a reasonable time, EMAC members would be very skeptical about the 2nd Journal. The issue is to find the right person, someone who would have the 'need' to pursue this project.

Hubert reiterated his disappointment, but as he already mentioned he believed there is room for a 2nd Journal in the market. He insisted on the 2 points:

- There is a demand on the researchers' side.
- EMAC has a role to play in that field.

He also stressed that the issue lies on the supply side of potential good editors; he has exhausted the list of the good candidates.

One last possibility would be to remove the constraints of the criteria set, releasing the 'European' criteria.

After a discussion, the recommendation was to leave a 6 month period for the new Search Committee and if not successful within that timeframe the project would stop.

Veronica Wong indicated that the new search committee would know in the coming months whether there are potential candidates. She believed that EMAC should not be putting so much energy in a project that might not take off. EMAC needs to be realistic. EMAC has made a decision to go ahead with the 2nd Journal, however this decision might not be implementable. Unless EMAC finds a champion, a credible person on the top of the profession, to take this task, this initiative is bound to fail. Regarding the issue of transparency, she indicated that, at this stage EMAC cannot go back on the protocol.

Gary Lilien pointed out the following

1. The decision taken for the 2nd Journal was based on the positioning defined and agreed on by the Steering and Executive Committees and the contract was signed accordingly. This can be changed but would need to go through the whole process of redoing and renegotiating the contract and approval by the Steering and Executive Committees.
2. The decision on the 2nd Journal was to be implemented upon finding an editor.

Hubert Gatignon indicated that he would be quite happy to champion the project with the information that he would have from the new search committee.

However given that the objective of the 2nd Journal (to be a high quality level) and the expectations, EMAC needs to reconsider the situation in the new context.

Hubert suggested to report on the 2nd Journal at the Executive Committee meeting but would not go into the details. He would mention that the process is still going on. The Executive Committee does not have to approve the composition of the search committee. It is the responsibility of the Steering Committee. Gary proposed that Hubert stay on board the search committee; it is however the decision of Sönke to propose to Hubert.

The issue on the protocol of the search committee was further debated.

The lack of transparency was pointed out. However it was pointed out that the Steering Committee delegates a committee for the search of an editor within the framework of a protocol defined and approved by the Steering Committee. The latter trusts the search committee and gives them the authority to do the job.

The decision was taken to report at the Executive Committee that the process for the 2nd journal is not completed yet.

The Steering Committee was welcome to propose potential candidates for editor and/or for the search committee.

A last comment was made: by appointing a new search committee might constitute an opportunity to change the process. It was suggested to include the President Elect or Past President on the committee. The V.P Publication will take the decision.

To summarise on this point, the decision as recommended by Hubert Gatignon is the following:

- ***Sönke Albers, V.P. Publications will form a new search committee and will inform the Steering Committee***
- ***A strong decision needs to be taken on this project after 6 months***

Gabriele Troilo disagreed to give the search committee only a 6 months time period to finalise the search of editor.

Sönke Albers will report at the next Steering Committee.

2.2 EMAC Electronic Resource

Hubert Gatignon was sorry to announce that the news for the EMAC Electronic Resource was disappointing. The appointed editor– Thorsten Hennig-Thurau, who had indicated his willingness and interest to take this position, has so far not done anything in that respect. He has not responded to Hubert's emails. Sönke indicated that he had some communication with Thorsten, but the outcome is not positive. He has informed Sönke that he would like to resign from this position. Hence, unless EMAC finds someone to champion this project, it will not work.

Some practical details were discussed. The Electronic Resource currently has all the conference proceedings. Should the project be stopped, it would be important to migrate all the data on a 'new' support. This would most probably involve some costs.

Hubert pointed out that the two initiatives – the 2nd Journal and the EMAC Electronic Resource are not linked and should be separated. On the EMAC Electronic Resource, the appointed editor Thorsten Hennig-Thurau has not delivered what he promised. It is the failure of the person. Given EMAC money constraints it was decided at the last meeting that, if no progress was made on the Electronic Resource, the decision to stop the project would be taken.

After a brief discussion it was decided to make a last call to the Executive Committee, should there be a member who would like to take the responsibility, in which case, EMAC will keep the Electronic Resource; if not, the decision should be taken to drop it. Hubert pointed out that the Electronic Resource did not really take off, even with the investment. EMAC has not been able to make it work. It was suggested to estimate the cost for maintaining the functionality of the Electronic Resource.

Decision was taken to stop the EMAC Electronic Resource unless an Executive Committee member takes on this task and be a champion for this project. Veronica and Hubert would make a call at the Executive Committee when reporting on this point.

3. Issues for reporting and updating

3.1 Elections

Veronica was pleased to announce the results of the elections. She has already shared the results. She congratulated Udo Wagner for his election as President-Elect, Sönke Albers as V.P. Publications, Peter Verhoef as V.P. Membership and Roland Rust as V.P. External Relations. Roland Rust unfortunately could not attend this year's conference.

Annex 2: Results of Elections

3.2 Financial Situation

Gerrit Van Bruggen, EMAC treasurer, reported on EMAC financial accounts. The figures are not good. If EMAC does not take immediate action, it will soon burn the reserves accumulated over the years. Some actions have already been taken, but more needs to be done to stop the deficit and reverse the trend. EMAC needs to find new types of revenue. EMAC has to focus on:

- Restoring its (long-term) financial health
- Increasing its incomes
 - New activities/ sponsoring
 - Making the yearly conference a revenue generator for EMAC
 - Increasing membership fees
- Decreasing its expenditures
 - Sponsoring activities
 - Cut back on (open-ended nature of) support programmes for doctoral students

He pointed out that there is no real short-term measures as EMAC needs to go by the contracts already signed and, consequently, measures taken would have an impact only in the medium term.

The conference as revenue generator: There is, as proposed, a need to make the conference a revenue generator. The plan is to have an increase in contribution to 40,000 Euros for the EAMC Conference 2014.

The decision taken on the increase in contribution for the conference host is as follows:

- 2013 Conference in Istanbul: contribution fee is set up at 15.000 Euros

- 2014 Conference in Valencia: contribution fee is set up at 40.000 Euros

Gabriele informed that Valencia has not agreed to the 40.000 Euros contribution. He asked the Steering Committee for their approval on the possibility of negotiating with Valencia. EMAC needs the money and needs to give some flexibility on the contribution.

Increase in membership fee. The increase in membership fee to 125 Euros, as decided at the last Steering Committee meeting, needs to be approved by the Executive Committee.

Gary mentioned that it would be wise to have an automatic increase every year. From a psychological point of view, a small incremental increase is better than a big increase.

The suggestion was then:

- for the short term, the increase of 125 Euros
- for the long term, an increase of 5 Euros per year. Maybe to increase the membership fee based on inflation.

Gabriele pointed out that the membership fee for 2015 has to be decided as it needs to be included in the 2014 conference fee.

The decisions on membership fees are:

- ***2013 Conference: Membership fee is set at 125 Euros (for membership in 2014)***
- ***2014 Conference: membership fee (for membership in 2015) will be kept in the range of 125-135 Euros. This needs to be approved.***

Decrease our expenditures. One of the causes of the deficit is the increasing number of sponsorships for PhD students. The measures taken to control these expenses would have an immediate impact in 2012.

Regarding the 50% discount of membership for PhD students attending the main conference, Hubert Gatignon mentioned that the idea was to attract these people to the conference and become EMAC members. Gerrit pointed out that EMAC would continue to stimulate attendance of doctoral colloquium students to the conference by sponsoring 50% of the conference fee.

The decisions taken and approved are:

- ***Keep 20 bursaries (50% of conference fee) and full membership fee***
- ***Keep special conference fee (50%) for attendance of doctoral colloquium to the main conference, BUT no longer free membership fee.***
- ***No longer special rates for PhD students attending the conference and no sponsoring of membership fee***

Gerrit Van Bruggen would present the financial accounts and the decisions taken to the Executive Committee. He would explain the causes of the deficit and consequently the measures that EMAC needs to take to restore its financial health.

Annex 3: Report from Treasurer

3.3 Membership

Udo Wagner, V.P. Membership reported on the membership situation. He was pleased to report that the situation is positive. EMAC has a record number in 2010 with 1018 members and 2011 is already very positive with 1054 members (figures on 5 May 2011). He reminded that EMAC membership is highly dependant on conference attendance.

He indicated that authors whose papers are rejected at the conference do not come to the conference and consequently are 'lost' members for EMAC. He suggested that EMAC might give some incentive to these people to attend the conference, for example by offering a reduced membership to them.

It was pointed out that the 'rejected' authors have the possibility to attend the conference by participating in the poster session.

It was also suggested that EMAC could look into the possibility of making the paper submission to the conference accessible to EMAC members only; this would mean that all authors who want to submit to

EMAC must become as member first. Nina mentioned that the European Accounting Association has implemented this procedure for the 2011 conference. She will look into the details and get feedback and experience from Nicole Coopman and will report back

Annex 4: EMAC membership situation

3.4 External Relations

Gary Lilien, V.P. External Relations reported on the activities in his portfolio.

- *The EMAC McKinsey Marketing Dissertation Award* is a healthy and successful project. The process worked smoothly and both parties, EMAC and McKinsey are happy about it

- *EMAC-McKinsey Marketing Trends Survey – Focus Groups*.

The new initiative has been launched. The idea is for McKinsey to understand the ‘theoretical’ aspect of marketing and for EMAC to have a better understanding of practice. The findings of the survey may take the form of a publication. EMAC needed a champion for this new initiative. Peter Leeftang was very interested and has agreed to take this role. Peter Verhoef will be involved too. They have already been in contact with McKinsey. Some focus groups have been scheduled to take place during the conference, to which members of the Steering and Executive Committees have been invited and are strongly recommended to attend. EMAC fellows and the new Climber Community have been invited to.

Gabriele inquired about the possibility of organising a McKinsey- EMAC Practice Conference and added he would be happy to help in that. .

Gary indicated that this is part of potential outcome of this initiative.

Annex 5: Report from V.P. External Relations

3.5 Susan Douglas Award

Veronica Wong left the meeting to attend the presentation at the Doctoral Colloquium and Udo Wagner took over the Chair as from item 3.5 on the agenda.

The award was planned to be implemented at this year’s conference. However there was a conflict of interest and the award is now postponed to next year. It will be announced at the Gala Dinner. Gilles Laurent and Veronica Wong have come up with a procedure for the award.

The selection process is integrated into the overall paper submission and review process for the annual conference. The rationale is to engender a smooth, coordinated, efficient process for handling the identification and nomination of relevant papers for the award.

The process is as follows:

- Papers submitted to, and accepted through the reviewing process for presentation at the Annual EMAC Conference, and publication in the conference e-proceedings that have an international marketing/cross-cultural theme or perspective.
- Papers are not restricted to those submitted to the 'International Marketing' Track, but also include papers submitted to other tracks provided they have an international marketing/cross-cultural theme.
- The Track Chair and Co-Chair from the International Marketing Track will nominate up to three papers from their track. Chairs and Co-Chairs of the other tracks will nominate, from among the accepted papers, at most one paper in each track, and submit their decision to the Award Selection Committee
- The rule for the conference reviewing process is that a paper submitted by a Track Chair or Co-Chair to their own track is not handled by the same Track Chair and Co-Chair, but by a Special Committee.
- The Award Selection Committee (ASC) will comprise of 4 members, of whom one will be the EMAC VP Conferences who will act as Chair, one will be the Track-Chair for International Marketing, and the remaining two will be invited to join the Committee by the EMAC President and the Dean of EMAC

Fellows. If the EMAC VP Conferences or the Track Chair for International Marketing has a paper nominated for the Douglas award, they automatically withdraw from the Award Selection Committee and are replaced by another colleague, appointed jointly by the EMAC President and by the Dean of Fellows.

Gary questioned the number of members (4) on the selection committee. 3 members might be a better option.

The procedure for the award as detailed in Veronica's proposal was approved.

Annex 6: Proposal for Susan Douglas Award

Gabriele Troilo suggested rethinking the award giving ceremony at the Gala dinner. With the increasing number of awards, the ceremony is becoming too long. Some suggestions were made:

- A separate award ceremony (separate from the gala dinner), though giving the awards at the gala dinner is nice
- Hold the award ceremony at the start of the conference, maybe at the opening session.
- Hold the award ceremony at the General Assembly

The President and President Elect should look into this and make a proposal at the next meeting.

4. Miscellaneous

No points were raised

5. Date and time of Next Meeting:

The date of the next EMAC Steering Committee meetings

- Brussels, October 28: 10.00- 16.00
- Lisbon , May 22 – time to be confirmed.

No further points were raised and the President-Elect thanked the members for attending the meeting and the meeting was adjourned.

Annexes:

Annex 1: Minutes of Steering Committee meeting – March 2011

Annex 2: EMAC Elections –Results

Annex 3: Report from Treasurer

Annex 4: EMAC membership situation

Annex 5: Report – V.P. External Relations

Annex 6: Proposal for Susan Douglas Award