



Steering Committee Meeting

Conference Call, March 20, 2014

Minutes

Present: Sönke Albers, András Bauer, Maja Makovec-Brencic, Anne-Laure Marteaux, Roland Rust, Gerrit Van Bruggen, Peter Verhoef, Udo Wagner.

1. AGENDA

1. Welcome

Minutes of previous meeting – October, Brussels

2. Issues requiring decision

- 2.1. Election outcomes – Udo Wagner
- 2.2. EMAC Conference 2015 logo – András Bauer

3. Issues for reporting and updating

- 3.1. Election Process – Udo Wagner
- 3.2. EMAC-ANZMAC Research Symposium – BIGMAC – Udo Wagner
- 3.3. Report from VP Publications – Sönke Albers
- 3.4. EMAC Membership – Peter Verhoef
- 3.5. EMAC Membership Survey – Maja Makovec-Brencic
- 3.6. EMAC Communications Channel – Peter Verhoef
- 3.7. Conferences – András Bauer
- 3.8. Financials – Gerrit Van Bruggen
- 3.9. External Relations – Roland Rust
- 3.10. Upcoming Executive Committee meeting – Udo Wagner, Maja Makovec-Brencic
- 3.11. Cooperation with ASMMR/ ASMMR-EMAC Joint Symposium – Udo Wagner

3. Misc.

4. Date and time of next meeting

- Monday June 2, 2014, 9:00 – 17:00, Valencia, Spain

Action Points – Steering Committee Meeting – March 20, 2014

Actions	Who	When
<p><i>EMAC Membership Survey</i></p> <ul style="list-style-type: none"> - Prepare a short presentation of the results and comments. 	Maja Makovec-Brencic	For the next Steering Committee.
<p><i>EMAC Executive Committee 2014</i></p> <ul style="list-style-type: none"> - Provide their individual feedback on the proposal Udo and Maja prepared for the Executive Committee Meeting groups' sessions. - Prepare the Executive Committee meeting groups' session agenda 	<p>Steering Committee members</p> <p>Udo and Maja</p>	<p>Immediate</p> <p>For the next Executive Committee</p>

Decisions taken at the Steering Committee meeting – 20 March 2014

- **Elections outcome:** it was decided that the candidates for the elections will be informed of the number of votes they received only upon request.
- **BIGMAC Symposium:** it was decided to postpone the meeting to the 2015 Conference.
- **JMB:** it was decided to postpone the first issue to 2015.

1. Minutes of previous meeting – October 25, 2013, Brussels

No points were raised and the minutes were approved.

2. Issues requiring decisions

2.1 Election outcomes

Udo reported on a discussion he had with a colleague who ran for the Netherland's National Representative position and who wanted to be informed about the exact outcomes of the election. He argued that it would be fairer to inform the candidates about the number of votes they received.

EMAC has never done this and no formal decision was taken about this issue. According to Roland, it might be a problem if a candidate got almost shut down, it would be embarrassing for him. Sönke argued that on the other hand, if we are really engaging in voting, then it is practiced almost everywhere that the results will be announced with the number of votes. Gerrit added that if there are elections, it would be good to be as transparent as possible. Roland pointed out that other organizations of this kind, such as the American Marketing Association or INFORMS never revealed the number of votes either. Udo proposed as a compromise that in case a candidate asks for the number of votes he received, he will be informed and if there is no request, we will proceed as it was the case in the past. This proposal was agreed upon.

2.2 EMAC 2015 Conference logo

There is a request from the 2015 Conference host, Luk Warlop, to have the Steering Committee members' advice on the EMAC logo that will be used for the conference. He sent out a draft with two propositions: a logo with a blue background and another one with a blue box and within the blue box, there is the white EMAC logo. The latter was used before. It was decided that this logo should be used again as it is more visible.

Issues for reporting and updating

3.1. Election Process

Udo announced that the EMAC Fellows have elected three new members: Adamantis Diamantopoulos, Gabriele Troilo and Gerrit Van Bruggen.

"Election Process" is on the agenda regularly because of the upcoming elections next year. What might be an issue is whether Andrés would run for another term of office after this year. Even more important is to identify candidates who are running for the EMAC presidency. Udo recommended that this issue should be assigned to the next President, Maja Makovec-Brencic. Udo reminded that last time, several Steering Committee members have been active simultaneously and this situation should be avoided this year.

It was previously decided that the election process will be on the Steering Committee's agenda in any case even if there is not an urgent need. The reason for doing so is striving for not making a mistake because sometimes elections might be a personal issue and there is a need to be careful about it. There is no time pressure for the moment but this decision will be important for the next year. Andrés will have to declare whether he will run again or not. Andrés' position is the only one, in the Steering Committee, which is currently open for the next elections.

3.2. EMAC-ANZMAC Research Symposium – BIGMAC

This is the cooperation between EMAC and ANZMAC. A BIGMAC meeting is held every eighteen months and recently, it became more and more difficult to organize it. Udo had a discussion with Susan C. Beckmann who actively engaged on BIGMAC meetings in the past. When following the usual cycle, the next BIGMAC meeting should be in Valencia this year. Udo proposed to skip the BIGMAC meeting this year because of time pressure and because there are the Special Interest Groups that might be an alternative option. In addition, the number of members from New Zealand decreased very much and EMAC faced always problems to send EMAC delegates to the ANZMAC meeting which is in December.

Udo asked for the opinions of the members of the Steering Committee on that issue. András proposed to postpone the meeting to Leuven. Maja shared her experience as conference host in Ljubljana as they organized the meeting 2011. It took some efforts to gather a sufficient number of people for this meeting because of the particular location in Ljubljana. There were 25 people involved and it turned out well but it was an organizational effort as there was a need to convince people to come to the location.

Udo proposed to postpone the meeting and to reactivate it in case there is any need for it. Roland pointed out that it is important to keep it rolling as it is EMAC's link to that part of the world. He added that it is needed to plan when the next one will be. András recommended to talk to ANZMAC about this issue in order not to decide on a unilateral way. Udo mentioned that the problem is that EMAC's partners at ANZMAC are no longer active at ANZMAC. The meeting was mainly organized at the Fellows level. There is a new generation now and we might want to start to collaborate with them. There is a need to have stronger connections with new people from New Zealand and Australia. Maja suggested approaching ANZMAC and setting up a plan for joint activities for the future so that the conference organizer will be aware of that. She will, along with Roland, start negotiations with representatives of ANZMAC who are younger. Roland proposed to contact Rod Brodie in order to see who they should talk to within ANZMAC. Some names were raised such as Elizabeth Cowley and John Roberts. Udo will also inform Suzanne C. Beckmann that EMAC will try to have younger people engaged in this EMAC-ANZMAC Cooperation.

3.3. Report from VP Publications

Sönke reported on three points:

1. EMAC journals

IJRM is in good shape. The procedures for selecting the Best Paper Award and the Long-term impact award (named after J.B. Steenkamp) are currently working.

Sönke spoke to Elsevier about the fact that they want to raise the price for IJRM and informed them that the number of submission has increased. Therefore, they should not look into the margins but into the overall revenues that must have been gone up substantially. Since then, he has not received any feedback but he met Marc Chahin, the IJRM representative, last month and he seemed to be fine. He will be in Valencia and they will meet along with Marnik. However, the topic does not seem to be on his current agenda.

JMB wants to postpone the first issue to 2015. Marnik and Sönke agreed given the insufficient pipeline of publishable papers. It is dangerous to start a journal with an insufficient pipeline because then, one will never get into the SSCI.

2. Ethics publication guidelines

Sönke is still part of the committee and he invited his successor as V.P. Publication, Marnik Dekimpe, to become a member of the committee. The ethics committee has discussed a first draft of the ethics guidelines and they are currently discussing improvements of the draft. Sönke is confident that they will present a proposal to be discussed in more detail in Valencia.

3. EMAC Distinguished Marketing Scholar Award

Hubert Gatignon has been selected as the 2014 Distinguished EMAC Scholar. Gilles Laurent will chair the respective session in Valencia.

3.4. EMAC Membership

Peter informed that EMAC membership is in good shape. Udo pointed out that the number of members for Netherlands has dropped substantially. Peter mentioned this in his report along with a considerable drop for Portugal. It was to be expected because the 2012 conference was in Lisbon. Regarding the Netherlands' case, according to Peter, it seems that the enthusiasm for EMAC within the Dutch Marketing community is decreasing. Sönke mentioned that having the conference in Leuven in 2015 might provide an incentive for Dutch scholars to attend and, as a consequence, the membership for Netherlands will increase again. In Peter's opinion, that could be but he pointed out that many scholars in Dutch Universities tend to go to one or two conferences maximum and they choose frequently Marketing Science or ACR. Gerrit agreed and added that last year, the EMAC and Marketing Science conference were both in Istanbul. It might be then that the people went to only one with a preference for the Marketing Science conference. Peter pointed out that this could happen this year as well because the Marketing Science is scheduled to take place one week after the EMAC conference and, therefore, some people might have to choose. According to him, people do not evaluate the EMAC conference as of similar quality. Thus, if they really want to go to a conference, they decide in favor of ACR or Marketing Science or some specialized conferences.

3.5. EMAC Communications Channel

Peter reported briefly on the communication channel. The LinkedIn group has been settled and there is already a large number of members. The next issue will be on how to make this community valuable as most of LinkedIn members do not provide that much content.

3.6. EMAC Membership Survey

Maja presented the survey results. The survey has been simplified. Its structure was modified as it was previously agreed that it needed to be shorter to enable a more transparent analysis. Maja sent out the most important results as well as some comparisons with previous membership surveys. For the open questions, the same responses are repeatedly coming up like fees for the conferences, openness of the society. Most of the answers to the open questions were tackling the evaluation and the review system for the conferences. However, there is nothing really new compared to the previous results. Udo pointed out that some comments were very bad. Maja argued that they were also very open and she left it the way they were written as this is the best way learning to know how our members feel about EMAC. Andrés proposed to share the conference part with the future conferences organizers. The members of this meeting agreed on this suggestion. Maja will prepare an overview of the results as well as some actions points to respond to the survey for the next

Steering Committee. It will also be communicated during the next Executive Committee meeting and the General Assembly. Maja will make a short presentation with the most important issues.

3.7. Conferences

András mentioned that for 2013, there were no more issues open after the Istanbul conference. The lawyer's recommendation has been added to the contract. He reported then on the upcoming conference in Valencia that is going well. The Best paper Award and the Susan Douglas Award process is on time and Udo and András are part of the Susan Douglas Award committee. Regarding the 2014 Regional Conference, Maja Szymura-Tyc is doing a good job. Poland is a big market of 40 million people so it will probably improve Polish conference participation. Maja (Tyc) is approaching many people but it is too early to predict yet how successful the conference will be. Udo pointed out that Katowice might be a success because JBR is willing to sponsor a special issue which might increase substantially the number of participation.

Luk Warlop, the 2015 conference host, is also working hard. The issue on the conference fee has been solved. We are below the 600€ participation fee. Luk has one or two potential innovations such as a better poster session and the cooperation of new track chair persons. He tries increasing attention on the poster session which might in turn increase the number of participants. A video track will be also be added which is interesting for qualitative researchers. Concerning the 2015 Regional Conference, the University of Economics and Business Vienna (WU) committed itself and András is meeting them onsite in April. There are many marketing scholars working at this University and, moreover, some colleagues from the University of Vienna (Adamantis Diamantopoulos, Udo Wagner) will join as members of the academic organizing committee. Professor Arnold Schuh will take over organizational issues.

The BI Norwegian School of Economics has committed itself to organize the 2016 Annual Conference. Seemingly, they have less financial constraints than Leuven so we will probably be able to have the same conference fees with a little more services. András has started negotiations with Piraeus University in Greece for the 2016 Regional Conference. Nothing has been settled for 2017 yet.

András informed that Elsevier offered to organize joint conferences with EMAC. He will contact the Elsevier representative and probably have a skype conversation on this issue. Elsevier claims to have capability to organize big conferences.

3.8. Financials

Gerrit announced that 2013 was a profitable year. Sönke questioned why income based on individual membership fees is much higher in 2013 than in 2012. According to Gerrit, that might be because of the higher number of attendants in Lisbon compared to Ljubljana. Peter highlighted that it is important to have conferences with approximately 1000 attendees. Gerrit added that EMAC highly depends on the attractiveness of the conference site, and its accessibility. Gerrit mentioned that as of this year, the conference host contribution increased and this helps stabilizing the financial situation. In terms of membership, Istanbul generated a lower number, Valencia hopefully will result in an improved situation again and Leuven, because of hotel capacity limitation and others, may lead to a lower number of members again. The Vienna Regional conference might partly compensate for this.

3.9. External Relations

Roland reported on four major initiatives:

1. The first ever joint event of EMAC and AMA, a conference on Innovation in Marketing, is scheduled for May 27-28, 2014. Confirmed speakers include the CEO of Unilever and the CEO of Heineken. Academic attendance is by invitation only and will include many of the world's leading marketing scholars. The conference will be held at Erasmus University in Rotterdam and will be co-chaired by Gui Liberali, Eitan Muller, Stefan Stremersch and Roland. Negotiations are currently underway for a site for the 2016 conference, to be held in the U.S. We anticipate that the conference will alternate between Europe and the U.S., with the conference returning to Europe in 2018.
2. In conjunction with the above conference, there will be a special issue of IJRM, co-edited by the above co-chairs. We are already processing submitted manuscripts. They might try to fill one complete issue with some of the best presentations at the EMAC-AMA conference in Rotterdam.
3. The EMAC/McKinsey Dissertation competition is again underway, with Sönke Albers and Roland participating with members from McKinsey on the selection committee. The award will be decided at the EMAC conference in Valencia. A total of 36 dissertation abstracts were received and are currently under review. The abstracts appear to be generally of high quality.
4. Thanks to the efforts of Udo we will co-sponsor a Global Marketing Conference in Singapore, spearheaded by GAMMA, a Korean-centered marketing association. The conference dates will be July 15-18. AMA, ANZMAC and a number of Asian marketing associations will be additional co-sponsors. The selection of the conference program is currently underway.

Udo also reported on the conference on Emerging Markets he participated upon the invitation of an Indian Academic Marketing Association. The conference took place in New Delhi from 9-11 January, 2014. It was chaired by well-known Indian scholars such as Jagdish Sheth and Naresh Malhotra. They are targeting Emerging Markets, especially from Brazil, India, and Russia. This invitation should be regarded as some first cooperation between this Indian Marketing Association and EMAC. Udo recommends strengthening this cooperation and further engaging in their future conferences.

3.10. Upcoming Executive Committee meeting

Maja and Udo prepared a proposal with some general issues and questions for the discussions within the groups as agreed during the last Steering Committee meeting. There will be parallel groups so the meeting will be from 9:00 to 17:00. Further to that point a discussion was raised concerning whether the beginning of the meeting should be postponed to 10:00 or 11:00 to enable participants to arrive on June 3rd, early morning.

Udo reminded that initially the Executive Committee meeting was scheduled as a separate meeting in Brussels in October. Then it was decided not to organize it in Brussels but to have it instead for a whole day in Valencia to save members traveling to Brussels. Therefore, he is not in favor of starting the meeting later as it would result only in reports and would be the opposite of what was intended: increasing **active** participation of the Executive Committee members. Gerrit proposed to have the regular meeting from 10:00 to 12:00 and the meeting of the groups from 14:00 to 17:00. Maja pointed out that the idea was to start with the discussions first, to wrap them up in the agenda and add them to the minutes of the Executive Committee meeting. Peter proposed that the Steering

Committee members look at the proposal and provide their feedback to Maja and Udo. Maja approved as the idea is to be as much creative as possible in terms of what has to be added to the agenda for the afternoon and what conclusions to bring to the afternoon session. This document will be handed out to the Executive Committee members. In conclusion, it was decided to start the Executive Committee Meeting at 9:00 as originally planned.

3.11. Cooperation with ASMMR/ ASMMR-EMAC Joint Symposium

Udo received an invitation from the ASMMR, the Asian Society of Management and Marketing Research (members are mainly from the Middle East), for some cooperation and it turned out that a joint symposium will be organized by EMAC and ASMMR. ANZMAC will also join.

3.12. Miscellaneous

No points were raised.

4. Date and time of next meetings:

June 2, 2014, Monday: 14:00 – 17.00, Valencia, Spain