Contents

Welcome
József BERÁCS p. 3

Letter from EMAC President
George AVLONITIS p. 4

The Inaugural EMAC McKinsey Marketing Dissertation Award - 2009!
EMAC McKinsey Team p. 5

The Cutting Edge in Marketing Follows Technology
Roland RUST p. 6

25 years of IJRM
Stefan STREMERSCH & Donald R. LEHMANN p. 8

IJRM BEST Paper Award -
The Net Present Value of Bad News
Eitan MULLER p. 10

Conference on Evolving Competition in the 21st Century
Oliver HEIL & David B. MONTGOMERY p. 11

37th EMAC Conference – Brighton, U.K.
Keith PERKS p. 12

21st EMAC Doctoral Colloquium – Brighton, U.K.
Tammo H.A. BIJMOLT p. 14

Best Paper Based on a Doctoral Dissertation –
37th EMAC Conference Customer Evolution in Sales Channel Migration
Sara VALENTINI p. 15

BIGMAC4 Contemporary Research on Branding
Rod BRODIE & Leslie de CHERNATONY p. 16

Assessing Our Conferences’ Value-for-Money
George AVLONITIS p. 18

38th EMAC Conference – Nantes, France
Jean-Louis NICOLAS & Jean-Pierre HELFER p. 20

EMAC recognises its Members p. 23

Country Tale – Germany
Manfred KRAFFT p. 24

Country Tale – Israel
Renana PERES p. 26

EIASM’s Academic Council
Gerry VAN DYCK p. 27

The largest European network of academics committed to the development and dissemination of marketing knowledge...
Another academic year has just started and here comes the time to plan new initiatives to be successful in this turbulent world of marketing academia. The 4th issue of the EMAC Chronicle, October 2008 offers the same variety of topics as the previous 3 issues. I thank all of you who contributed to this venture and informed us about important events, shared their views with us on up to date topics, and took account of EMAC activities.

Following our election system, at the end of the Brighton Conference, George J. Avlonitis took over the presidency of EMAC for the next 2 years. As past president, I wish him good luck, enough energy and stamina to accomplish all of the aims he declared to fulfill during his term. In his presidential letter he expressed his vision and gave a new example of his intention to manage EMAC in a participative way, relying on the recent survey of EMAC members. You can read more on the analysis of survey data in a separate article in the Chronicle.

Jubilee events always offer the opportunity to think about history, about the identity of organizations, about the objectives and results. The International Journal of Research in Marketing celebrates its 25th anniversary. During the period of 1984-2008, in 100 issues, 600 papers were published. You can read the excerpts from IJRM editorial, written by current editors Stephan Stremersch and Donald R. Lehmann. Thanks to them and to the previous editors, Berend Wierenga, Gilles Laurent, Piet Vanden Abeele, John Saunders, Jan-Benedict Steenkamp and Hubert Gatignon for their enthusiasm and high professionalism, which took IJRM to unprecedented heights in Europe. “For a startup journal to succeed and prosper, more elements must co-align. Among those elements, a vital organization (here EMAC) must support and sustain.” wrote the current editors. Vitality of EMAC is crucial for the coming 25 years of IJRM.

Conference participation and the increasing number of members are those two figures which represent the vitality of EMAC as an organization. One can learn from Keith Perks’ report that with 643 delegates, the Brighton conference was a great success. But there is not too much time for nostalgia, because Nantes is waiting for us, as Jean-Louis Nicolas and Jean-Pierre Helfer are inviting you to Nantes in 2009. The deadline for paper submission is ahead of us. The conference is the greatest asset of the EMAC, thanks to your participation and to the volunteers who are organizing it.

The 2010 conference will be organized in Copenhagen, where in 1975, the EMAC organization has been established. Suzanne Beckmann as the chair of organizing committee will be thinking about another jubilee, the 35th anniversary of EMAC.

The 2008 is an eminent year, because EMAC membership reached the record number of 1000. These days when I am writing these lines, we have 1010 members, and the year has not finished yet. EMAC is a dynamic, global organization. This is reflected in two country tales, published in this Chronicle. Renana Peres reports about Israel, Manfred Krafft offers a state of art analysis of Germany. In the last 5 years the increase in membership of Germany reflects the dynamism of EMAC in general. From 37 members in 2003, the membership raised to 130 this year. It is a great success and represents the strength of European marketing arena.

This issue contains reports from the BIGMAC4, the EMAC-ANZMAC joint conference sessions by Rod Brodie and Leslie de Chernatony. Oliver Heil and David Montgomery gives an overview of the EMAC sponsored conference about competition. Starting a new tradition, the winners of IJRM 2007 Best Paper Award (Jacob Goldenberg, Barak Libai, Sarit Moldovan, Eitan Muller) offer an insight into their research on ‘Net present value of bad news’. Sara Valentini, winner of best conference paper based on a doctoral dissertation, gives in her research an analysis on ‘Customer evolution in sales channel migration’.

In the “Thought Leaders” section, this time Roland T. Rust, the USA National Representative for EMAC, former editor of the Journal of Marketing shares his views with us on the cutting edge in marketing. He comes to the conclusion that “the most influential research in marketing will be that which captures the essence of the shifts in marketing that result from technological change”. Let me finish with this thought-provoking statement and I wish you good browsing in the EMAC Chronicle.

József BERÁCS
Past-President, editor
At the end of Brighton Conference, which was apparently very successful thanks to the wonderful job done by Keith Perks and his team, I took over the presidency of EMAC. I am extremely honored to serve as the new president. It is a challenging task and I will do my best to live up to your expectations, building on the excellent job done by József Berács and the other past presidents of EMAC.

EMAC is moving forward to a new era since many new initiatives are top in the agenda some of which are in the stage of exploration and will be highlighted in this letter and which will certainly keep us very busy over the next 2 to 3 years. In fact, I am in the process of preparing a report on EMAC future strategy which is based on both the results of our survey and the ideas put forward by the members of the Standing Committee on Strategy. This report which will be presented in the forthcoming Steering and Executive Committee meetings, identifies the initiatives that need to be implemented in order to ensure both the satisfaction and loyalty of current members and the attraction of new ones.

At the heart of these initiatives, is the continuous improvement of our annual conference. Our recent survey indicated that our conference has the highest impact on our members' overall satisfaction with EMAC and on the likelihood to recommend membership to third parties. We need to make sure that all the factors affecting our annual conferences’ value for money and success (which I discuss in a separate article in this issue) and particularly the reviewing process, the quality of sessions, the networking opportunities and the social events are properly addressed. In fact, Gabriele Troilo, who is doing a great job as VP Conferences, is currently working on the idea of developing Special Interest Groups (SIG) and Thematic & Regional Conferences, namely smaller conferences focused on specific topics or regions, which definitely facilitate networking opportunities and he is also looking for ways to improve the reviewing process.

New challenges are in front of us regarding our publications. Continuing the excellent job done by Jan-Benedict Steenkamp as VP Publications, Hubert Gatignon, our new VP, is confronted with some difficult tasks. First of all, he will form a small committee to explore the feasibility of a second journal for our Academy. Also, he will look into the "Teaching Portal" issue. The low usage of the "Teaching Portal" and the respective low satisfaction score, according to our survey, requires a serious decision as to what needs to be done with this particular service available to our members. With respect to our journal, IJRM, thanks to the excellent work of previous editors and the current editors, Stefan Stremersch and Donald Lehmann, its high quality is preserved and has become one of the top international journals in marketing. However, we need to convince our members that the papers published in the journal are diverse, exhibiting a balance between quantitative and qualitative research methods and relevant to managers. Regarding the Newspace, our survey indicated that it needed improvement and we decided to move from the Newspace to EMAC's Newsletter having an Editor and an Editorial Board. I am also very pleased that József Berács has agreed to remain Editor of the Chronicle, at least for one more year, since he has done a tremendous job in improving its structure and the content making it a very useful publication for our members.

Over the last few years, Udo Wagner, our VP Membership, has conducted a series of innovative analyses of our membership data in order to identify opportunities to increase the number of our members and has put a lot of work and effort on the idea of Institutional Membership. Since its inception, EMAC has focused mainly on individual members. Now, based on an idea of our past president Graham Hooley, EMAC is looking into the possibility of an Institutional Membership and the benefits it can offer to marketing departments. In this context, during the Brighton Conference, Graham Hooley chaired a Heads of Marketing Departments meeting. This meeting proved to be very fruitful since a series of recommendations of how to move forward towards the direction of Institutional Membership were made, including the idea of creating a "Deans Group" which will be a SIG exclusively for heads of institutional members.

Our survey also indicated that our members are in favour of developing closer relationships not only with other academic bodies but also with the business community. Gary Lilien, our VP External Relations, has been working very hard and efficiently over the last few years on this front. Recently he has been looking into the possibility of cooperation between EMAC and the top management consulting firm McKinsey & Company. A new initiative was developed as a result of Gary’s contacts with McKinsey: The annual "EMAC McKinsey Marketing Dissertation Award" will be Europe’s largest and most prestigious award for outstanding dissertations in the field of marketing. It will be offered for the first time in 2009 to highlight the brightest newcomers to the profession. In addition to receiving a cash prize, three finalists will present their work at the 2009 EMAC conference in Nantes. Details about this award competition are presented by Gary in this issue.

It is clear that over the next few years, a series of innovative projects, which will make the services provided by EMAC as unique as possible, have to be stimulated and organized. I am confident that we will succeed for a number of reasons. To start with, we have a very strong management team and a very competent executive secretary in the Steering Committee and dedicated national coordinators in the Executive Committee. Also, our financial accounts, which are handled diligently by our treasurer, Sönke Albers, are in good health and able to finance innovative projects with good returns, while the wisdom of EMAC Fellows will be for me a source of ideas and inspiration.

Meanwhile, do not forget to put in your diary the dates May 26-29, 2009, the dates of the 38th EMAC Conference in Nantes, France. The deadline for paper submission, December 7, is approaching fast. Jean Louis Nicolas and Jean-Pierre Helfer, Conference chairs, and their colleagues, are looking forward to receiving your work.

Let me wish you all a very healthy and productive new academic year 2008-2009.

George J. AVLONITIS
EMAC President
EMAC and McKinsey and Company are pleased to announce the initiation of a new award to highlight the brightest newcomers to the profession... The Marketing Dissertation Award. This distinguished award will be offered in 2009 for the first time.

In addition to receiving a cash prize, three finalists will present their work at the 2009 EMAC conference in Nantes.

Here are details about the inaugural award competition.

**Eligibility**

Doctoral students who have completed or will complete their degrees between January 15, 2007 and January 15, 2009 are welcome to apply. The institution granting your PhD must be located in Europe, the Middle East, or Africa (the region served by McKinsey's EMEA Marketing & Sales Practice). The candidate’s nationality is irrelevant.

**Selection**

Submissions will be judged based on a defined set of criteria:

- **Novelty**
  - How innovative is the approach?
  - How newsworthy is the message—wow factor?
- **Relevance**
  - Is it interesting?
  - How significant is the topic?
  - How applicable is the topic or methodology to business practice?
- **Conceptual Rigor**
  - Is the problem carefully and rigorously conceived?
- **Methodological Rigor**
  - Is the research rigorously executed?
- **Quality of Expression**
  - Is the research clearly and attractively communicated?
- **Potential Impact**
  - Will the results have an impact on marketing practice?
  - Will the research influence future research?

The jury will be chaired by the EMAC VP Publications, who will appoint two EMAC members and two McKinsey representatives to compose the jury. The jury chair will select a minimum of two external reviewers for each submission unless s/he judges the paper inappropriate or of insufficient quality. Based on the outside reviews and the evaluation of the panel, three finalists will be selected to present their papers to the jury at the EMAC conference in Nantes, France on May 29, 2009. The Jury will select the winner, whose name will be announced at the conference Gala Dinner that evening.

**Award**

Finalists must be prepared to present their research at the EMAC conference in Nantes, France. The cost of travel, accommodation, and conference fees is included.

In addition, the top three finalists will be honored with cash prizes:

- 1st place: EUR 7,000
- 2nd place: EUR 3,000
- 3rd place: EUR 1,000

Winners will also have a chance to present their work at an upcoming conference of the firm’s Marketing & Sales Practice.

**To Enter**

**Content**

To enter, submit a summary of your dissertation, a one-page abstract, and your CV. All materials must be in English. The summary should be no more than 30 pages long, including all tables, figures, and references. Shorter submissions are also welcome. Please use 12-point type and follow the format required by the *International Journal of Research in Marketing*.

See [http://www.elsevier.com/wps/find/journaldescription.cws_home/505550/authorinstructions](http://www.elsevier.com/wps/find/journaldescription.cws_home/505550/authorinstructions)

**Deadlines**

To consider your submission, we must receive all application materials by January 31, 2009. Please send you application to the following address:

Nina Payen
EMAC Executive Secretary
E-mail: payen@eiasm.be

Finalists will be notified by April 7, 2009.

**Contact**

If you have questions not covered here, please contact:

Prof. Hubert Gatignon
EMAC VP Publications and
EMAC-McKinsey Marketing Dissertation Award Jury Chair
hubert.gatignon@insead.edu

**About the award sponsor:**

**McKinsey & Company**

For more than 75 years, the top management consulting firm **McKinsey & Company** has been helping our clients achieve distinctive, substantial, and lasting improvements in their performance. The marketing professionals in McKinsey's Marketing & Sales Practice enhance the firm's traditional strengths in strategy and organization with deep expertise in branding, customer insights, customer relationship management, pricing, and sales and channel management. In recent years, McKinsey consultants around the world have conducted more than 5,000 marketing projects.


As Editor of the *Journal of Marketing* I was often asked what the best topics would be to work on. My answer was always the same. “Follow technology,” I would say, “because that shows where the new practices, data, and models are going to come from.” I have followed my own advice throughout my career, and have been led to some very interesting and cutting edge research topics.

**The Long-Term Trend**

I think that it helps to take a long-term historical view, to understand why the changes we observe are occurring, and what their consequences are. The most influential long-term trend is the inexorable progression toward more advanced information technology. We think of this as being a recent phenomenon, but actually this trend has been accelerating noticeably over the last 150 years. The telegraph and telephone were early interactive information devices that each had a huge impact. Information appliances such as the typewriter, mimeograph machine, and adding machine were next. The digital computer came along in the mid-20th century, followed more recently by cellular telephones, personal computers, and the Internet. Contrary to popular belief, the current information age did not start with the Internet, and it will not end there. We will see numerous new devices in the future. The advent of “cloud” computing is one emerging technology that may have huge impact, as may RFID tags, GPS-enabled mobile devices, and voice recognition technology. The most striking business result of the information revolution has been the concurrent 100+ year trend of the rise of service and the service sector (Rust and Chung 2006). In developed nations the service sector has gone from about 30% of the economy to about 80% of the economy over the course of a century. That trend was why I chose, in about 1990, to begin working in the field of service marketing. It is almost always a good career strategy to work in a growth area!

The reason the information revolution goes hand in hand with the service revolution is that information technology facilitates 1) obtaining information about customers, increasingly using interactive communication technologies in real time, 2) storing information about customers, using large-scale computer databases (think about Google’s server farms), and 3) processing information about customers to enable personalization and customization. The new paradigm of marketing, thus, increasingly involves long-term relationships with customers, using interactive communications to continually adjust and adapt the relationship (which may involve many different goods and services) with the customer, based on data histories of the focal customer and related customers. Riding the IT/service wave is a very good strategy for identifying cutting edge research ideas in marketing. Based on this strategy I have done work in the last 10 years on customer equity (because long-term relationships with customers are now more feasible) (Rust, Lemon and Zeithaml 2000, 2004), CRM (because companies can now store and process relationship data about customers) (Rust and Verhoef 2005), feature fatigue (because information devices can become too complex) (Thompson, Hamilton and Rust 2005; Rust, Thompson and Hamilton 2006), personalizing digital music players (both because of the digital music technology and customer databases) (Chung, Rust and Wedel 2008), and other related topics. I have founded research centers about service marketing, (because of the IT/service revolution), e-service (because information service is the core of Internet commerce), and complexity (because increasing interaction between customers leads to emergent market behavior). As editor of the *Journal of Service Research* and then the *Journal of Marketing*, I have tried to be receptive to research that attempted to gain an understanding of emergent IT/service trends.

**The New Face of Marketing Strategy**

The ramifications of the IT/service revolution on marketing extend far beyond the obvious implications (e.g., Internet marketing and the increasing importance of service marketing). The historical trends imply that even marketing strategy itself must change. The capability of amassing and analyzing new data about marketing assets (e.g., customer equity, customer satisfaction and brand equity) and their financial impact has led to a new focus on marketing metrics to help steer the firm (Rust, Ambler, Carpenter, Kumar and Srivastava 2004). This new focus has led to an upcoming Marketing Science Institute-sponsored *Journal of Marketing* special issue, “Marketing Strategy and Wall Street,” co-edited by Dominique Hanssens, Rajendra Srivastava and myself. Preeminent among the new metrics is customer equity, the sum of the customer lifetime values of the firm’s current and future customers (Blattberg and Deighton 1996). The importance of customer equity arises from the fact that it is a customer-centered metric of the discounted future profit flows of the firm. In that way, it is the marketing-centered proxy for the market capitalization of the firm. In fact there is considerable current and existing research that indicates that customer equity matches closely with the actual market capitalization.
Researchers have also called for customer equity to be included in the firm’s routine financial statements (Wiesel, Skiera and Villanueva 2008). The effect of improving the drivers of customer equity can then be used to calculate the ROI for any marketing expenditure, providing a lingua franca for evaluating marketing effectiveness across competing marketing expenditures (Rust, Lemon and Zeithaml 2004; Hanssens, Thorpe and Finkbeiner 2008). It has been shown that improvements in the drivers of customer equity actually do result in long-term financial results (Villanueva, Yoo and Hanssens 2008; Vogel, Evanschitzky and Ramaseshan forthcoming).

**Conclusions**

Marketing is shaped by technology and its implications. Understanding the future of marketing requires understanding the historical trends resulting from technology. The most influential research in marketing will be that which capture the essence of the shifts in marketing that result from technological change.

**References**


Roland T. RUST

EMAC national representative for U.S.A.

*Roland T. Rust is Distinguished University Professor and David Bruce Smith Chair in Marketing Chair of the Marketing Department, and Executive Director of two research centers: the Center for Excellence in Service, and the Center for Complexity in Business, at the Robert H. Smith School of Business, University of Maryland, USA.*
Introduction

This year marks the 25th anniversary of the International Journal of Research in Marketing. Many new journals fail. Others have a brief (or long, in the case of the Journal of Business) run and then fade from prominence and/or existence. Thus, the task of creating a journal “for the ages” is a Herculean undertaking. For a startup journal to succeed and prosper, at least four elements must co-align. The first is an opening in the market. At the time of IJRM's foundation by Berend Wierenga, there was a strong sense of the need for a broad-based international journal in the field of marketing. Second, there must be enough support from within a leading community of scholars. In IJRM's case, there was a growing community of world-class scholars willing to support such a journal by contributing both their time as reviewers and some of their best work to it. Third, there must be sufficient commitment not only to launch the journal but also to maintain it. IJRM was fortunate for there were enough strongly committed individuals to give massive (and under-appreciated) amounts of their time to birth and nurture the journal. Finally, a vital organization (here EMAC) must support and sustain it. Hence, the success of IJRM relies on both effort and good fortune (e.g., the growth in the field in general).

IJRM's history

The International Journal of Research in Marketing originated from and is the flagship journal of the European Marketing Academy (EMAC). As Berend Wierenga (founding editor, 1984–1986) recalls, “The original idea was to create a truly European journal, … [as] reflected in its original title, European Journal of Research in Marketing.” Luckily, the founders of IJRM realized that this name was too narrow, geographically limiting the journal’s content. IJRM has since become the first, and is still the only major global marketing journal.

From its origin, IJRM was meant to be integrative across geographies, disciplines and methods. As Wierenga correctly states, “…these topics are still mentioned in the current Aims and Scope of IJRM, which are the same as those in the first issue of 1984.” This commitment to its original goal and the consistency with which it has been pursued are important factors in IJRM’s success. The persistent support of Elsevier as the publisher has been another major success factor.

While its original position and purpose was clear and remains more or less unchanged today, many obstacles were overcome in building the journal into what it is today. The first obstacle was maintaining a sufficient flow of submissions.

Wierenga processed 240 papers over his entire term. This year, we will process close to 300. Wierenga reports a geographical breakdown of submissions as 45% U.S., 45% European and 10% other origins. The balance between Europe (35% of all submissions) and the U.S. (30% of all submissions) remains similar today, while submissions from Asia have increased (now 19% of all submissions). The build-up of sufficient submissions was considered by many prior editors as a key challenge; as Wierenga puts it: “In those early years, there were not always enough accepted papers to fill an issue when the time came to publish.”

Gilles Laurent (1987–1989) received only about 60 manuscripts every year, despite heroic efforts. The key to IJRM’s success today is the decision of many of our editor-predecessors to keep standards at very high level. “During my first six months as editor, I accepted only two papers for publication. I remember a conversation with someone at Elsevier, justly worried about the small number of papers, during which I said, ‘Well, I cannot write the papers myself’” (Gilles Laurent). Nonetheless, Laurent managed to keep the IJRM baby alive by building successful special issues and safeguarding IJRM’s reputation.

Piet Vanden Abeele (1990–1994) continued Laurent’s pilgrimage, balancing the European background and the diversity within IJRM and its aspirations of quality. As of the early nineties, IJRM had established a sufficient submission flow to survive. “The flow of manuscripts did not stop, despite the application of demanding methodological standards, and the publication backlog… kept increasing” (Vanden Abeele). Around that time, quality and diversity became the key drivers of IJRM’s
sustained growth. Vanden Abeele remembers, “There was an apparent conflict, then, between a publication being of ‘European inspiration’ and it being of ‘acceptable quality’... Becoming less ‘American’ then was less a statement about U.S. research and researchers in the field, than about Europeans coming of age.” Under Vanden Abeele, IJRM finally achieved a sufficient supply of submissions to allow quality aspirations to become the journal’s major focus.

Saunders (1995–1997) effectively stimulated diversity in research traditions and aimed to embrace both qualitative and quantitative traditions, “even though that meant a split in the board according to the methodologies they favoured (or hated)” (Saunders). Saunders sensed that “despite IJRM publishing many non quant papers, most people thought that quant papers was all the journal accepted — even after the journal published two shambolic special postmodernist issues”, an impression that we still sense as current editors.

Steenkamp’s editorship (1998–2000) overcame two challenges. While Vanden Abeele increased paper quality, it still remained variable. “Top journals have both high quality and little variation, the latter was not the case for IJRM” (Steenkamp). Steenkamp successfully reduced variability in quality and brought the journal from a B+ status to an A- status. He also did wonders with the review process and ensured a sufficient pool of reviewing resources for IJRM that turned around reviews at the same rate as IJRM’s American counterparts. The turnaround dropped from 6 months to 3 months, and Steenkamp took a very active role in the process, giving clear direction as to “what should be done, what not”. The decreased variability in quality and the strong pool of reviewers and authors provided Hubert Gatignon (2001–2006) the means to further expand the visibility and reach of IJRM beyond Europe. “This improvement has recently accelerated with a greater visibility of the journal outside Europe, and especially among our colleagues in the U.S. This was the result of many years of steady attention paid to quality but should also be attributed to the active promotion of the then Editor, Jan-Benedict Steenkamp” (Gatignon). Hubert Gatignon achieved an increased awareness of the journal, a continued expansion to international audiences, and a substantial increase in submissions (from 116 in 2000 to 223 in 2005).

Editorial policy and the future evolution of IJRM

It is a basic principle that, in any area, from sports to academia, it is impossible to stay the same. Slowly, inexorably, one either gets better or worse. Since its birth a quarter century ago, IJRM has published roughly 600 articles (in addition to editorials and book reviews) and moved to “A” journal status in Europe and Australasia and to at least “A-” status in much of the rest of the world.

We also foster geographical diversity, as we feel it is important to the discipline (see, Stremersch & Verhoef, 2005). However, we strongly feel that geographical diversity cannot be interpreted as an “equal share per country”, nor can it come at the expense of quality. As a field matures, improved methodologies and theories develop. Similarly, limitations of traditional methods become more apparent. Examples are the limited external validity of case studies and the problem of common method variance in survey data. As a consequence, the standards for a contribution have increased. To be a top journal, IJRM needs to encourage new approaches (e.g., to network analysis) while also focusing on substantive content. While we are concerned about geographic diversity, geographic origin should not count in decisions for specific manuscripts.

IJRM is alive, well, and growing. We are confident that IJRM will continue to be a “must-read” journal and a desirable publication outlet. EMAC, and the profession, will be better for it. Happy anniversary, IJRM! We look very much forward to your 50th anniversary.

Stefan Stremersch
Donald R. Lehmann
8 May 2008

Marketing academics and practitioners agree that word-of-mouth communications can be central to new product success – or failure. However, is it possible that seemingly successful products lose some customers due to negative word-of-mouth? While the majority of the firm’s customers are happy with the product performance and fit, a small percent of the customers are disappointed with the product, or reject it for other reasons, and convince others to reject it as well. Can this small percent of customers significantly decrease the firms’ revenues?

Negative word of mouth is an intriguing phenomenon. While a number of anecdotes have been written about its effect, yet as we found when we started considering research in this area, little is really known on its impact on the bottom line. Researchers have explored individual-level issues such as why people talk negatively, when and how receivers accept negative communications and how strong are the effects of negative information as compared with positive news. What had been neglected are the aggregate effects of these individual-level phenomena on the firm, and especially its profits.

We believed we had the right tool to approach this issue since in the last decade the four of us have been involved in research using agent-based models (labeled also complex-system methods - see www.complexmarkets.com). Agent-based models are essentially simulations that enable researchers to analyze aggregate consequences based on local interactions between individual members of a population. Agent-based models such as cellular automata and small world are widely used in a number of disciplines, particularly the life sciences, increasingly in the social sciences, and recently in marketing. Researchers use these methods to map actual situations in a “would-be world” while keeping realistic relationships accurate at the individual level. The would-be world creates various reasonable scenarios that can be analyzed using quantitative methods.

This had been the basis of our recent study that had won the IJRM 2007 Best Paper Award (Jacob Goldenberg, Barak Libai, Sarit Moldovan, and Eitan Muller “The NPV of Bad News”). We examined how negative word-of-mouth can spread among consumer groups, and showed that the effect of negative word-of-mouth on the net present value (NPV) of the firm can be substantial, even when the initial number of dissatisfied customers is relatively small. While negative word-of-mouth can be harmful to the firm, in most cases it is invisible to managers since most dissatisfied customers spread negative word-of-mouth without complaining to the firm. Moreover, negative word-of-mouth can not be tracked using sales data, since the latter reflect the adopters of the product, but not its rejecters.

Our research question had been affected by the interactions of one of us with executives of a firm producing an anti-theft audio device that performed poorly in about 2% of the market. The firm’s executives debated how much the company should invest to mitigate the problem. Some argued that 2% of the market would have negligible economic consequences while others emphasized that the dissatisfied customers, who could not be identified in advance, would initiate negative word-of-mouth communications following their poor experience, ultimately harming the firm’s profits. Even though the executives were aware of the conventional wisdom that “bad news travels fast”, none of them had a good grasp as to how to assess the possible effects of the anticipated negative word of mouth on their profits.

We came to the realization that empirical data will be difficult, if not impossible to obtain since, as we have mentioned, the spread of negative word-of-mouth is almost always invisible to the firm. Thus there is a shadow diffusion taking place of dissatisfied consumers whose effects on the firm’s profits are nonetheless very visible and real. Simulations were thus called for and small world happened to be the ideal model for inter-personal communications and social contagion due to its flexibility and adaptability. The model includes both permanent strong ties within the social network, and changing, often random, weak ties with other networks. Since previous research concluded that weak ties are stronger than strong ties in spreading positive word-of-mouth, it is interesting to understand whether the “strength of weak ties” remains in effect in the presence of negative word-of-mouth. This model therefore simulates the spread of individual-and network-level positive and negative word-of-mouth and their ultimate effect on a firm’s profits.

The results of the study showed that disappointed customers may have a large impact on profits: for every percentage point of disappointed customers, the firm’s loss in terms of NPV due to negative word-of-mouth increased by 1.82%. This damage would be even greater in a repeat-purchase model. Second, while previous research found that weak ties have a strong effect on market success; this study shows that they also have the capacity for decreasing the firm’s profits in the presence of negative word-of-mouth. When strong and weak ties disseminate both positive and negative word-of-mouth, weak-ties were found to be about 60% stronger than strong-ties in their effects on profits. Third, in the presence of negative word-of-mouth communications, the effect of marketing efforts was found to be non-linear, which suggests that there is an optimum level of advertising beyond which the firm is wasting its resources.

The conclusions from this study are that dissatisfied customers have an effect on the firm and its market beyond their own consumption through the dissemination of negative word-of-mouth. This effect can be strengthened by weak ties. Weak ties can accelerate the diffusion of information, and therefore, the adoption of new products. However, they also accelerate the spread of negative information and product rejection. While it seems that marketing efforts can eradicate this negative spread, in fact too much advertising may launch a strong wave of negative word-of-mouth and might even lead to lower profits.

Eitan MULLER
Tel Aviv University & New York University
The Conference on Evolving Competition in the 21st Century, held from June 24 – 25th in Mainz, Germany, addressed a multitude of competition related issues of scientific and managerial interest and raised several important implications for further research. The conference was co-sponsored by the Marketing Science Institute, Mainz University, Singapore Management University, and EMAC. In this brief summary, we describe some important issues discussed and presented at the conference by both managers and researchers.

On a global scale, the link between competition and freedom was examined from European, American, and Asian perspectives. Positively correlated competition and freedom has been a respected paradigm for many decades. However, the advent of China as a global super-power caused participants to question this linkage. It may be that a heavy-handed government will be able to superimpose a free-reeling and successful economy. Some foresaw increasingly fierce global competition, with competitive advantage accruing to countries and companies facing the greatest competition for ideas, talent, and individual empowerment. But wealthy Western countries and markets seem to embrace the short-term “calm” associated with an ever increasing regulation and protectionism. Job loss is particularly politically painful. Many European countries start to prefer equality over freedom and competition. Even American companies start calling for more regulation in the wake of the financial crisis. So some forces may make competition a somewhat endangered species.

Further the unintended consequences of opportunism in hypercompetitive global markets may require a reassessment of information, transparency, and accountability in making markets a more level playing field as recently illustrated by the contract pet food scandals and the sub-prime mortgage fiasco. It seems like a clear call to managers and public officials to reassess the unique benefits and limitations of market competition and how it should be structured.

A predominating theme of the conference was the all embracing change of the environmental conditions in the beginning of the 21st century that may best be addressed by several major themes, including globalization, increasingly dynamic change, and the Internet. These themes are about to turn traditional oligopolistic structures upside down and are likely to fundamentally change competitive interaction as we have known it before. Many research challenges arise out of this holistic change, where finding the right pricing strategy or correctly measuring market concentrations are only two of many challenges.

Related to the ongoing diffusion of the Internet, the nature of transactions or opinion formation is changing entirely. For example, auctions are expected to become even more important in B2C as they already are in B2B settings. As many of those questions in a dynamic world have direct managerial implication, managers request more hands-on research results faster to be able to better respond to the every changing marketing competition around the globe.

The way researchers looked at competition was traditionally at the level of rather singular entities. But there is increasing need for investigation of entire value chains competing against one another. In the computer industry it is not just single producers of computers competing, but conglomerates like Dell, Intel and Microsoft fighting for market shares. In this sense it seems mandatory to further explore the future coalitions that will form and – possibly even more important – how revenues, workload and risks will be split up and divided within such value chains.

The definition of entire industries needs to be re-thought. The topics mentioned above lead to the general question of competition/cooperation equilibriums in the new millennium and how this should be modeled. Aspects of multimarket competition are also in dire need of more attention than researchers have devoted thus far. The truck market illustrated how global markets often differ substantially by country and region. Multimarket strategies are likely to be imperative in dealing with this variation. In an increasingly globalized world, many different settings exist where many of the same competitors face each. Unfortunately there seems to be a tendency for companies to have a disproportional focus on competitors from their own country in global markets which often distracts them from properly attending to competitors from other countries/ regions. This issue is perceived as both neglected and critical.

The conference was attended by nearly eighty persons. Senior German managers were well represented in the presentations and added greatly to the interactions during the conference. Academics from four continents – Asia, Australia, Europe, and North America - were in attendance.

Oliver HEIL (U. of Mainz) & David B. MONTGOMERY Stanford U. and Singapore Management U. Conference Co-Chairs
The 37th EMAC was a rewarding experience for the organizing team at the Brighton Business School, University of Brighton. The programme of presentations in the Brighton Centre provided an environment and stimulus for research and social networking according to the feedback we received. Delegates commented on the high quality of the papers, the social events and generally very complimentary about the organization of the whole conference programme.

643 delegates attended the conference of whom, 64% were from Northern Europe; 17% from Southern Europe; 2% from Eastern Europe; 9% from North America and South America; 5% from Australia and New Zealand; and 3% from Asia, the Middle East and Africa. There were a total of 1700 authors and co-authors for 720 papers submitted. Thanks to all of the authors, reviewers and track chairs and co-chairs for all of their time and effort.

The 37th EMAC was a rewarding experience for the organizing team at the Brighton Business School, University of Brighton. The programme of presentations in the Brighton Centre provided an environment and stimulus for research and social networking according to the feedback we received. Delegates commented on the high quality of the papers, the social events and generally very complimentary about the organization of the whole conference programme.

The Doctoral Colloquium 25-27 May

The doctoral colloquium attracted a record number of 117 applicants for 45 places in 3 advanced tracks in modelling, consumer behaviour and marketing management and theory and 2 beginners’ tracks in marketing theory and modelling and consumer behaviour. The track chairs and faculty were leading scholars from around the world and included (track chairs) Tammo Bijmolt, University of Groningen, (advanced track modelling) Zeynep Gürhan-Canli, Koc University, (advanced track consumer behaviour) Andreas Hermann, University of St Gallen, (advanced track marketing management and theory) Jaideep Prabhu, Imperial College, (beginners track marketing theory and modelling) Luk Warlop, KU Leuven, (beginners track consumer behaviour). The faculty members were Emma Banister, Lancaster University, Suzanne Beckmann, Copenhagen Business School, Simona Botti, Cornell University, Ziv Carmon, INSEAD, Rajesh Chandy, University of Minnesota, Elizabeth Cowley, University of Sydney, Peter Danaher, University of Melbourne, Benedict Dellaert, Erasmus University, Eelko Huizingh, University of Groningen, and Demetrios Vakratsas, McGill University.

The conference organizing committee met and welcomed the faculty and students and attended some of the sessions. The standard of the research presented was very good and the discussion was vibrant and challenging for the students and faculty. On Monday evening we also enjoyed the conversations and meeting faculty and students at the social event at OHSO Social on the lower promenade next to Brighton beach.

The opening ceremony and reception of the conference by the Mayor of Brighton & Hove Councillor Garry Peltzer Dunn and the vice chancellor of the University of Brighton Professor Julian Crampton was a relaxed occasion. I hope some of you enjoyed “Fantasia on Greensleaves” and “The Lark Ascending” by the English composer Vaughan Williams as you sipped your drink! The plenary session presented by the distinguished scholars Rajan Varadarajan and Nirmalya Kumar were fascinating contrasts on the theme of the conference. Rajan Varadarajan addressed the questions I raised in the conference theme and argued that scholars need to put more attention to theory and conceptualization as there was too much fragmentation and concern with empirical studies in the marketing discipline. Nirmalya Kumar presented the view that marketing needed to regain its strategic relevance and impact in the corporate boardrooms.

There were 401 papers presented in 101 sessions written by 810 first authors and co-authors in the competitive paper programme; 21 presentations in 6 special sessions: methodological advances in uncovering consumer decision processes session chaired by Siegfried Dewitte; frontiers in marketing modelling session chaired Peter Danaher; life sciences marketing chaired by Stefan Stremersch; award-winning papers in marketing chaired by John Roberts; frontiers in innovation chaired by Gerard Tellis and current topics in CRM chaired by Weiner Reinartz.

There was 1 meet the editors’ session with representatives or editors from the IJRM, Marketing Science, JMR, Journal of Marketing, Journal of Consumer Research, and the European Journal of Marketing. There were 11 sessions in the EMAC-ANZMAC BIG-MAC4 symposium chaired by Rod Brodie and Leslie de Chernatony on the theme of contemporary research about branding.

The panel sessions, were organized by iCrossing with 4 presentations chaired by Dr. Jason Ryan on the theme
of how is the online landscape evolving? The second session organized by the National Social Marketing Centre with 4 presentations chaired by Matthew Wood on the theme of Social Marketing.

Finally, there were 79 poster sessions presented in the main hall of the Brighton Centre on Thursday 29 May.

**Social programme**

On Wednesday evening we saw many of you joining in the “spirit of the English seaside” experience of fish and chips and lively disco in Horatio’s bar at the end of the Brighton Pier. As you probably discovered city of Brighton & Hove has much to offer in terms of restaurants, theatres and nightlife.

The final conference dinner in the lovely setting of the “Oxford Suite” in The Brighton Hilton Metropole Hotel was a wonderful venue for the end of the conference. One first time delegate to EMAC told me that he would now be attending the conference regularly but he would always remember Brighton as a memorable experience.

**Awards**

At the conference several awards were made to winners of best papers. The awards for the best papers in the IJRM in 2007 were awarded to:

- Jacob Goldenberg, Barak Libai, Sarit Moldovan and Eitan Muller, “The NPV of bad news”.

The best paper based on a doctoral dissertation sponsored by EMAC was awarded to Sara Valentini for the paper titled “Customer evolution in sales channel migration”.

The Westburn Publishing award for the best paper in the consumer behaviour track went to Vladimir Melnyk, Erica Van Herpen and Hans Van Trijip for their paper titled “Social norms as a driving force of attitudes, intentions and behaviour: meta-analytical research”.

The best paper in Social Marketing sponsored by the National Social Marketing Centre was awarded to Mohamad Mahadzirah, Liao Mei-Na, Nor Azman Bin Mat Ali Salim and M. Y. Harmy for their paper titled “Modelling the relationship between emotional intelligence and societal orientation in the public health care sector”.

The organizing team and I were very happy and highly honoured to receive an award from the EMAC executive for excellence in organizing the 37th EMAC from the president of EMAC Joszef Beracs.

We enjoyed hosting the event and meeting many of you from around the world and wish you the very best in your future careers and research. We also pass on our best wishes to Jean-Louis Nicholas and his colleagues and good luck with organizing the 38th EMAC at Audencia Nantes Business School in France.

Keith PERKS
EMAC 2008 Conference Chair
University of Brighton
In May 2008, during the days just before the EMAC conference, the 21st Doctoral Colloquium (DC) of EMAC was held in Brighton (UK). Fully in line with tradition, the DC was both very useful scientifically and fun socially for all involved. The participating PhD students, faculty members, and organizers shared many serious discussions on research and other important issues in life.

Objectives
The objective of the DC is to allow outstanding and promising doctoral students in Marketing to present their dissertation research and to discuss it with other doctoral students and leading academics. The students can benefit from the colloquium by receiving feedback on the contribution and focus of their work, subjecting the positioning of their research to a critical review, refining their data collection approach, obtaining comments on the analysis, receiving suggestions for translating their work into papers that can be submitted to major international journals, etc. Next to all these benefits, an important aspect of the DC is the opportunity for PhD students to build their international network. To my best knowledge, and this is fully supported by the evaluations obtained each and every year, the objectives of the DC were indeed achieved!

For faculty members, the DC has several important benefits too, next to the satisfaction of helping junior researcher with their first steps in the marketing science arena. The discussions are often at very high level and comments by other faculty members and PhD students may further increase and broaden their expertise and stimulate their own research. Furthermore, the students at the DC will be an important part of the future EMAC community, and in a few years many of them will be on the job market. Given the international nature of the DC, it will also contribute to the international network of faculty members. And, it is mostly fun too.

Structure
As you might know, there are basically two tracks, namely a beginners’ track and an advanced track. Students in the beginners’ track will typically be in their first or second year. They should have a tentative proposal for the topic they want to study, the method they want to use, and the potential contribution. Students in the advanced track will typically be in their third year, plus or minus one year. They should have a good knowledge of the literature in their domain of study and clear research questions. They should at least be in the process of data collection or preferably have already finished it. In addition, the tracks are split based on content into: 1. Consumer behaviour, 2. Marketing theory and management, and 3. Models and methods; where the latter two topics are combined into one group for the beginners’ track.

This year we received a record number of submissions, namely 117. My historical database goes back till 2000, and in these years, the number of submissions was always lower than 100. Clearly, the DC (and EMAC in total) should not only take quantities into account. EMAC needs more members publishing in these journals to win credibility as an academic organization. Projects accepted for the advanced tracks should have the potential for publication in a major international journal. For the beginners track, also the most promising proposals are selected. Fortunately, the quality of many submissions was indeed very high, which allowed the co-chairs to select good, some even excellent, papers for each track. In the end, 45 (58%) papers could be accepted and participating students originated from twelve different countries.

Next to the presentations by the students, the DC typically includes several presentations by faculty members. During the DC of Brighton 2008, Eelko Huizingh organized a short workshop for all students in the beginners’ track. This workshop dealt with the topic of writing an academic paper and was highly appreciated by all participants. On the final day, the editors of IJRM, Stefan Stremersch and Don Lehman, discussed the process of how (not) to get published, focussing in particular on IJRM. At the end of 2.5 days of hard work, all PhD students received a certificate, handed out by the EMAC president, Jósef Berács.

Organization
The DC was organized by Nina Payen and Marion Hebbelynck (both EIASM) and Keith Perks (University of Brighton, UK). Next to myself chairing the DC, the following faculty members served as co-chairs in charge of one session: Zeynep Gürhan-Canli (Koç University, Turkey), Andreas Hermann (University of St. Gallen, Switzerland), Jaideep Prabhu (Imperial College, UK), and Luk Warlop (KU Leuven, Belgium). To underline the international aspect of the DC: the five co-chairs and ten faculty members originated from ten different countries.

Nantes 2009
In the years to come, the structure and objectives of the DC will not change much. We should not alter this high rated asset of EMAC. Hence, next year in Nantes the 22nd DC will be organized in a similar way. So, stimulate your students to submit their work to the DC and be prepared to say “Yes!” when invited to serve as a co-chair or faculty member. I look forward to another high quality DC in Nantes, May 24-26.

Tammo H.A. BIJMOLT
University of Groningen
Doctoral Colloquium Chair
Customer Evolution in Sales Channel Migration

Multichannel marketing is now a way of life for most companies, along with it multichannel customer management. Designing marketing programs that most effectively utilize the firm’s channels for acquiring and developing customers is becoming a common practice. The emerging generalization that multichannel customers purchase higher volumes, exhibit higher loyalty, and may be exposed to more marketing as a consequence of being multichannel has contributed to an increasing interest in understanding customers’ channel choice behavior. To create an effective multichannel customer management strategy firms need to carefully understand the customer channel choice process, in other words how customers “migrate” from channel to channel and develop channel preferences.

There has been good progress in learning about customer channel choice (Ansari, Mela and Neslin 2008; Venketesan and Kumar 2007; Thomas and Sullivan 2005; Knox 2005). However, despite the increasing interest in understanding customers channel choices dynamic, still little is known on whether and how a new-to-the-firm customer develops and modifies her choice process over time. The only exception is the Knox’s work (2005), who models the process whereby consumers evolve to form several channel usage segments, but still many important questions remain: i) Why do some people switch channel decision processes while others do not? ii) How does the channel decision process change over time among the people who switch? iii) When and where can marketers exert leverage on the channel choice process?

The purpose of my PhD dissertation is to investigate these substantive questions developing and estimating a model of customer channel migration. Theoretically, this work is grounded on the customer decision-making literature which suggests that customers’ decision criteria and preferences evolve over time and that the willingness and desire to update the knowledge about channels can vary across consumers. Two types of customers are defined: stayers and switchers. Stayers are customers who are unlikely to modify their channel decision process; by contrast switchers are highly likely to change it. To study these issues we use a rich dataset from a major European retailer in the book industry which operates using three channels: the Internet, Catalog, and Stores. The basic commercial idea of this retailer is to sell books by a subscription plan, therefore each customer must become a member in order to purchase. This characteristic allows us to observe entry and exit and to track every transaction in whatever channel of the firm at whatever time. The considered period ranges for 18 quarters after the recruiting period. The modeling approach is drawn on Aaker’s (1971) new-trier model. Aaker argues that during the trial period, the customer is essentially sampling purchase options and learning in the process. At some point, the customer transitions to her equilibrium decision process. Along this line, two stages can be distinguished in her channel choices evolution: i) an initial or trial stage when the customer is acquiring experience with the company channel offer, and ii) a second or post-trial stage, representing the decision process the customer evolves toward in the long term. The trial and post-trial decision processes are each described by different multinomial logit models, and the evolution from the trial to post-trial model is determined by a geometric model that captures the time it takes for the customer to make the transition. The model is estimated using Bayesian methods that account for cross-customer heterogeneity. This allows us to have distinct parameter estimates for the trial and the post-trial stages and to estimate the quickness of this transition at individual level.

Our key finding is that a significant segment (23%) changes its decision process over time. Customers start out without firm preferences and are quite susceptible to marketing, but they switch to a post-trial choice process that is much more preference based and less influenced by marketing. We show that customers differ in the duration of the trial period we also show how choice decision patterns evolve over time. Managerially we highlight that when firms aim to encourage customers to use certain channels, the time to do so is right after they become a customer, because after a while, they will settle into a set way of doing things and it will be difficult to influence them with marketing.

Sara VALENTINI
University of Bologna

BIGMAC4 Contemporary Research on Branding

BIGMAC4, the fourth combined EMAC ANZMAC research symposium was held on Friday 30 May in conjunction with EMAC 08 Conference. The purpose the symposium is to bring together leading researcher from the EMAC and ANZMAC communities to explore a contemporary issue in marketing. Unlike the traditional conference format of paper presentations the emphasis in the symposium is interaction between the invited panellists and the audience.

The theme was “Contemporary Research about Branding”. The morning session title was “Towards New Conceptualisations and an Integrative Perspective of Branding” and was co-chaired by Leslie de Chernatony (EMAC) and Rod Brodie (ANZMAC). The afternoon sessions title was “Brand-Image Measurement” and was co-chaired by John Rossiter (ANZMAC) and Bettina Gruen (EMAC).

There was excellent attendance of over 70 at both sessions. The sessions were highly interactive and many who attended commented that this was the best session they attended at the conference.

Morning Session

The panellists for the morning session “Towards New Conceptualisations and an Integrative Perspective of Branding” were given the following brief to provide a perspective.

In the last two decades the majority of the research about brands has been in consumer goods settings and has centred on understanding what influences the consumer awareness and image of the brand, as well as its derived value and equity. However, recently research using new perspectives has emerged that challenge this traditional thinking. The purpose of this symposium is to explore the implications of the new conceptualization for research and marketing practice. An underlying question that the symposium will consider is whether the time is right to develop a new integrative definition of the brand that brings together the different theoretical and disciplinary perspectives.

In introducing the session the co-chairs referred to the famous Indian legend the “Blind Men and the Elephant” and the panellists were challenged not to fall into the same trap.

Nine perspectives were provided:

   Increasing brand sophistication inside a corporation leads to an evolving interpretation of brand amongst managers. An integrative typology is developed and a brand definition is proposed.

2. From Goods and Services to Service Branding, Rod Brodie, University of Auckland (NZ).
   With a growing recognition of the importance of a service orientation to marketing, articulated by Vargo and Lusch as the Service-Dominant Logic, the research emphasis shifts to understanding the nature of value propositions, the branding process, and how this leads to the co-creation of customer experiences and value-in-use.

3. Identity-based Branding, Christoph Burmann, University of Bremen (Germany).
   The potential of brands to play a pivotal role in a company’s value generation has been widely acknowledged. Furthermore, brands have attained an ever increasing significance outside the marketing domain, especially in the world of finance, where successful brands are seen as a warranty for stable future cash flows.

   Recent research has shifted attention from brand producers toward consumer response. Often missing from these insights, however, is a focus on cultural
processes that affect contemporary brands, including historical context, ethical concerns, and representational conventions.

5. The development of “brand”, Colin Jevons and Mark Gabott, Monash University (Australia).
   The term “brand” has populist interpretations, technical interpretations and conceptual interpretations. In each case marketing researchers and practitioners are dealing with a different perspective on the same phenomenon. We attempt to codify past understandings of the meaning of brand and draw together current practice.

6. Brand Relationships and Brand Communities, Cleopatra Veloutsou, University of Glasgow (Scotland).
   We are living in an era where Relationship Marketing is perceived to be the one of the most appropriate management approaches. The academic research on branding of consumer products and services is increasingly considering the degree of connectedness between consumers and brands as a key issue of investigation.

7. Intermediary Role of Brands in Channels, Mark Glynn Auckland University of Technology (NZ).
   With increased retailer concentration, competition and the emphasis on private labels, it is easy to assume that manufacturers’ brands are less important to retailers. However manufacturers’ brands are still important in determining retailer profitability and store image.

8. Brand Misconduct - A Threat to Consumer-Brand Relationships, Johannes Vogel, University of Mainz (Germany).
   Recent perspectives on branding have claimed that consumers establish relationships with brands. One has also to consider that - similar to human relationships - transgressions may occur in such a relationship. Our research demonstrates that brand misconduct can lead to negative consequences especially on consumer-brand relationships.

9. Is it "our" brand or "your" brand on the internet?
   George Christodoulides University of Birmingham (England).
   The internet and its related e-technologies have to a large extent upset the asymmetry of information that for so many years worked in favour of brand managers. Consumers are now empowered to interact with brands and other consumers but also to create their own content on user generated content sites. In light of this, e-brands have managed to achieve unprecedented levels of brand equity.

Afternoon Session

The afternoon involved an interactive discussion around three working papers by John Rossiter (University of Wollongong), Bettina Greuen (Vienna University of Economics and Business Administration) and Sara Dolnicar (University of Wollongong).

1. Methodological factors affecting brand-image measurement.
   Research has shown that brand-attribute associations making up a brand’s “image” are only about 50% stable on re-interview. This study examines methodological factors that may encourage consumers to construct associations, during the interview, most of which may turn out to be unstable.

2. The stability and predictive validity of alternative brand-image measures.
   Another factor that may influence the stability and therefore the predictive value of brand-image measures is the measure itself. This study compares the stability and predictive validity of the usual “free choice” unitary (yes only) measure with that of a forced-choice binary (yes-no) measure and forced-choice uni-polar and bipolar (7-point) rating scales.

3. A test of Dillon’s theory of true (brand-specific) versus artificial (category-inferred) brand-image attributes.
   Dillon and colleagues (2001) proposed the interesting and plausible theory that valid brand-attribute associations are attached to the brand node whereas inferred associations are attached to the product category node in the consumer’s memory representation of the brand image. This study tests the theory by attempting to replicate Dillon et al.’s analysis and results.

BIGMAC5

This will be hosted in conjunction with the 2009 ANZ-MAC Conference hosted by Monash University in Melbourne Australia.
Assessing Our Conferences’ Value-for-Money

Introduction
In the context of the EMAC member survey that was conducted a few months ago and consistent with our commitment to ascertain our members’ expectations and needs regarding EMAC activities and services, we decided to proceed to some additional data analyses. Our main goal is to enlighten our members’ perceptions about EMAC’s most important service, its annual conference.

As it was presented in the relevant article in the previous Chronicle, the most important reason for our members for joining EMAC is the participation in the annual conference. Moreover, it was shown that our members’ satisfaction with the annual conference has the highest impact on the overall satisfaction with EMAC and on the likelihood to recommend membership to third parties. The aforementioned facts constitute EMAC’s annual conference as the service with the greatest attention needed.

Our additional analyses were focused on the conferences’ Value-for-Money, an attribute that received the lowest satisfaction score by our members (mean: 4.23 in a 7-point likert scale), therefore calling for improvement. Bivariate and multivariate analyses were mainly used in order to a) identify the importance of conferences’ value-for-money with respect to our members’ perceptions and overall experience regarding EMAC, and b) specify the necessary steps for improvement.

Why is our conferences’ value for money so important?
The importance of the value-for-money attribute was in various ways depicted through our additional analyses. The following results clearly reveal its high impact on our members’ beliefs about EMAC and on overall satisfaction and loyalty. More specifically:

- Analyses indicated a positive correlation between members’ satisfaction with conferences’ value-for-money and members’ perceptions about the annual conference. Indeed, the more satisfied a member with our conferences’ value-for-money is, the more he/she believes that the annual conference produces new knowledge for the marketing discipline, gives particular insight in academic research in marketing, helps establishing contacts with well respected academics and influences research efforts. Moreover and as expected, satisfaction with conferences’ value-for-money is positively correlated with satisfaction with the annual conference, which is our most important service.

- A positive correlation was also revealed between satisfaction with conferences’ value-for-money and members’ perceptions about EMAC in general. The more satisfied a member is with conferences’ value-for-money, the more he/she maintains that EMAC is one of the premier academic associations worldwide, enhances the academic profile and the marketing discipline in Europe, communicates a positive perception of marketing to the public/industry and strengthens the academy-industry relationships. Over and above, it was proved that the higher the satisfaction with conferences’ value-for-money, the stronger the belief that EMAC provides unique services to its members.

- Furthermore, a positive correlation was indicated between satisfaction with conferences’ value-for-money and overall experience with EMAC, stating that the more satisfied a member is with conferences’ value-for-money, the more overall satisfaction with EMAC he/she expresses.

- Lastly, it was proven that the more satisfied a member with conferences’ value-for-money is, the more loyal appears to be in terms of renewing his/her membership and recommending it to third parties.

What can we do to improve our conferences’ value for money?
In order to identify possible ways of improving our conferences’ value-for-money, an attempt was made to examine the effect of our members’ satisfaction with the various conference attributes, on satisfaction with conferences’ value-for-money. The regression analysis (table 1) shows that satisfaction with conferences’ value-for-money is significantly affected by the members’ satisfaction with social events, fruitful academic debate and reviewing process.
Social events were signalized as a very important parameter influencing members’ satisfaction with conferences’ value-for-money and consequently with conferences overall. A necessity therefore for more social events organized during the conferences emerges. Besides, it is a way to better justify the conferences’ fees, which are considered by quite a few members as very high according to their comments in the survey.

The previous point is directly linked to the necessity for more networking opportunities. As it was shown in our previous article in the Chronicle, networking opportunities proved to be the only factor affecting both overall satisfaction and loyalty. Taking into account their close relation to social events, it is an issue demanding serious consideration and improvement in the context of our annual conference.

All the above can constitute the main tools for refining our conferences’ value-for-money. It is a sound way to ameliorate our members’ perceptions towards our annual conferences and EMAC in general. Upgrading conferences’ value-for-money, as indicated in our survey, will make our members more satisfied and loyal.

George J. AVLONITIS
EMAC President

Table 1 Effects of Satisfaction with Conference Attributes on Satisfaction with Conferences’ Value-for-Money

<table>
<thead>
<tr>
<th>N=257</th>
<th>Std Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social events</td>
<td>0.374</td>
<td>6.714</td>
<td>p &lt; 0.01</td>
</tr>
<tr>
<td>Fruitful academic debate</td>
<td>0.246</td>
<td>4.192</td>
<td>p &lt; 0.01</td>
</tr>
<tr>
<td>Reviewing process</td>
<td>0.158</td>
<td>2.764</td>
<td>p &lt; 0.01</td>
</tr>
</tbody>
</table>

Regression Analysis
Independent Variables: Satisfaction with Conference Attributes
Dependent Variable: satisfaction with conferences’ value-for-money

Ad R Square = 0.29, F = 34

Strategic thoughts
The additional analyses conducted provide evidence that the conferences’ value-for-money issue is more than crucial in the shaping of our members’ beliefs and perceptions regarding EMAC and its most important service, the annual conference. The importance of conferences’ value-for-money was also highlighted through its impact on our members’ overall satisfaction and loyalty.

The above conclusions, combined with the fact that half of our members (51.8%) present a low or medium level of satisfaction in respect to our conferences’ value for money, should force us to undertake ameliorative actions. Under this spectrum and taking into account the regression analysis results, some important conference dimensions should be seriously considered in order to improve our value-for-money. In particular:

- The reviewing process should be revised and upgraded since, not only it is rated very low regarding members’ satisfaction (mean: 4.51), but it also affects members’ satisfaction with conferences’ value-for-money. After all, most of our members who suggested ways to improve our annual conference were concerned with the reviewing process.

- A better review process could, at the same time, contribute to the improvement of the quality of sessions and the diversity of session topics. The improvement of those two attributes can generate desirable outcomes, such as new knowledge for the marketing discipline, particular insight in a variety of research fields and fruitful academic debate, which was also found to affect members’ satisfaction with conferences’ value-for-money.
After the success of Keith Perks’s conference in Brighton, the 38th EMAC Conference (26-29 May, 2009) is crossing the Channel.

Audencia Nantes School of Management wishes a warm and worldwide welcome to all delegates.

Audencia Nantes: recognised by the academic world and in international rankings

The school is fully accredited by the three major international academic standards (EQUIS, AACSB, AMBA) and welcomes 2050 students from more than 40 countries on its campus. It counts 96 partnerships in 42 countries, thus favouring student and professor worldwide exchanges.

Audencia offers 12 graduate, post-graduate and executive programmes, in the fields of marketing, finance, management control, strategy, human resource management, consulting, etc.

Furthermore, five research laboratories and institutes reinforce Audencia’s expertise in management while the school’s corporate relations department ensures that companies are at the heart of education.

The Financial Times ranked Audencia’s Grande Ecole Master in Management 8th in Europe (September 2007) while Audencia International MBA becomes the 78th best MBA in the world (The Economist, October 2007).
The Castle of the Dukes of Brittany
This fortress and princely residence (XVth-XVIIIth centuries) was built under the reign of Francis II, Duke of Brittany, and of his daughter Anne, Queen of France from 1491 until 1514.

The Pommeraye arcade
This place of shopping and promenade is considered one of the most beautiful covered arcades of the XIXth century.

Nantes, “the best city to live in” (Time Magazine, 2004 ; Le Point Magazine, April 2008)

After Time Magazine who considered Nantes the “most livable city in Europe” in 2004, the city is named the “best city to live in” by the French magazine “Le Point” (April 2008) for the third time in six years. Thanks to this attractivity, Nantes has become the 6th largest city in France.

It is just two hours by high-speed train or one hour by air from Paris and its airport is the biggest in Western France.

The “Machines de l’Ile”
Emblem of a unique artistic concept, these ‘machines’ are a blend of the invented worlds of Jules Verne, the mechanical universe of Leonardo da Vinci, and the industrial history of Nantes, housed on the exceptional site of the former shipyards. The Great Elephant, the Marine Worlds and the Heron Tree evoke the world of dreams and magical journeys.

We will be honoured to welcome you in this wonderful place to live an unforgettable opening ceremony to the EMAC Conference.
The Loire Valley Castles
Chambord is the largest of the Loire castles, a sumptuous Renaissance palace, created by the king François I and inspired by Leonardo da Vinci. Chenonceau is another highlight of Renaissance architecture, a wall of elegance built over the Cher river. It is known as the "Château des Dames" as five women were responsible for both the magnificent interior decor and gardens, which have made it the most popular château in France.

The LU Tower
Single vestige of the famous LU factory built in 1905, the site has become the « Lieu Unique » and hosts the Centre of Research for Cultural Development and its culture laboratory for all forms of art.

The Atlantic Ocean at its door
Nantes benefits from an exceptionnal geographic position. It is just over half an hour from the sandy Atlantic Coast, with its famous seaside resorts, like La Baule and Pornic.

To sum it up, Nantes will enchant you with the richness of its history, its cultural dynamism, not to mention its gastronomy!

Welcome to Nantes for the 38th EMAC Conference, from 26 to 29 May 2009.

Remember to submit your paper(s) before 7 December 2008 on www.emac2009.org and have a chance to discover the great city of Nantes!

For more information:
www.emac2009.org  www.westernloire.com
www.audencia.com  www.nantes-tourisme.com
The EMAC community is growing at a rapid pace. We have reached this year over 1000 members.

Welcome to Chris Medlin from the School of Commerce, University of Adelaide who is the EMAC 1000th member.

Chris teaches in Marketing, Market Research, and Market Planning. His main research interests are inter-organisational theory in distribution channels and interaction in business relationships and networks, following the IMP Group framework. Chris is the Associate Head (Learning and Teaching) of the Business School.

EMAC Recognises its Members

EMAC 1000th Member

LOYAL MEMBERS OF EMAC
1986-2008

<table>
<thead>
<tr>
<th>LAST NAME</th>
<th>COUNTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANTTLA Mai</td>
<td>FINLAND</td>
</tr>
<tr>
<td>HOOLEY Graham J.</td>
<td>U.K.</td>
</tr>
<tr>
<td>JOLIBERT Alain</td>
<td>FRANCE</td>
</tr>
<tr>
<td>KASPER Hans</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>MUEHLCBACHER Hans</td>
<td>AUSTRIA</td>
</tr>
<tr>
<td>SMIDTS Ale</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>WIERENGA Berend</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>BECKMANN Suzanne C.</td>
<td>DENMARK</td>
</tr>
<tr>
<td>BLOIS Keith</td>
<td>U.K.</td>
</tr>
<tr>
<td>GRUNERT Klaus G.</td>
<td>DENMARK</td>
</tr>
<tr>
<td>HANSEN Flemming</td>
<td>DENMARK</td>
</tr>
<tr>
<td>LEEFLANG Peter</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>MÖLLER Kristian</td>
<td>FINLAND</td>
</tr>
<tr>
<td>PAPADOPOULOS Nicolas</td>
<td>CANADA</td>
</tr>
<tr>
<td>PARSONS Leonard</td>
<td>U.S.A.</td>
</tr>
<tr>
<td>SOLGAARD Hans Stubbe</td>
<td>DENMARK</td>
</tr>
<tr>
<td>WAGNER Udo</td>
<td>AUSTRIA</td>
</tr>
<tr>
<td>DE BRENTANI Ulrike</td>
<td>CANADA</td>
</tr>
<tr>
<td>DIAMANTOPoulos Adamantios</td>
<td>AUSTRIA</td>
</tr>
<tr>
<td>GRONHAUG Kjell</td>
<td>NORWAY</td>
</tr>
<tr>
<td>HALLIBURTON Chris</td>
<td>U.K.</td>
</tr>
<tr>
<td>HEELER Roger</td>
<td>CANADA</td>
</tr>
<tr>
<td>HOEKSTRA Janny C.</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>LAURENT Gilles</td>
<td>FRANCE</td>
</tr>
<tr>
<td>MAZANEK Josef</td>
<td>AUSTRIA</td>
</tr>
<tr>
<td>RIGAUX-BRICMONT Benny</td>
<td>CANADA</td>
</tr>
<tr>
<td>SAUNDERS John</td>
<td>U.K.</td>
</tr>
<tr>
<td>TELLEFSEN Brynjulf</td>
<td>NORWAY</td>
</tr>
<tr>
<td>TUOMINEN Pekka</td>
<td>FINLAND</td>
</tr>
</tbody>
</table>

EMAC Membership 1986-2008

EMAC show its appreciation to those members, who are dedicated to the European marketing. In this issue we would like to congratulate our "jubilees" who have 20 and more years of membership in the European Marketing Academy. Thanks for your enthusiasm and loyalty to EMAC.

EMAC Recognises its Loyal Members

Loyal EMAC members for 20 years

EMAC Recognition 1986-2008
The Growing Community of Marketing Scientists in Germany – Is it Magic?

Historical perspectives

In our country, marketing as a science started with a focus in teaching and research in retail management. After 1925, operational marketing issues became of interest for the scientific community. Among the first scientists who worked on marketing-related issues were Erich Schäfer, Heinrich von Stackelberg and Erich Gutenberg. However, the breakthrough of marketing as a science started in the 1960s with the adoption of fundamental concepts of marketing. Especially the management-oriented approach of marketing by Philip Kotler served as a starting point for German marketing scientists such as Nieschlag in 1963 and Meffert in 1969. With the transition from sellers markets to buyers markets, the importance of marketing in Germany began to grow. While quite a few chairs of retailing and distribution had been founded earlier, the first institute of marketing was established in early 1969 at the University of Münster by Heribert Meffert. He is considered to be a key figure in German marketing research. In particular, his textbooks have been used heavily both at universities and Fachhochschulen (universities of applied science).

Marketing organizations in Germany

The association of professors in business administration (VHB) founded the commission of marketing in 1970. This commission meets on an annual basis in January. During a two-day conference, members of the commission present their current research, discuss teaching and administrative issues, and meet informally. In our most recent conference in January 2008 in Berlin, professor Vargo from University of Hawaii shared insights from his influential Journal of Marketing article on the new dominant logic of service.

The current president of Germany’s commission of marketing scientists is Christian Homburg, and president-elect is Henrik Sattler. Next year’s meeting will be organized by Christian Homburg’s team at the University of Mannheim from January 22 to 24, 2009. The program and more information will be announced soon on the following website: http://www.lehrstuhl-homburg.de. The German group of marketing scientists also meets during the annual VHB convention in mid-May, where many professors of business administration get together. In 2009, the VHB convention will be organized by the University of Erlangen-Nürnberg and takes place from June 3 to 6, 2009. The topic of the convention is “Management of Services” – more information can be found at www.bwl2009.de. Marketing and sales executives are also organized and regularly meet in regional marketing clubs – those clubs belong to our national association of professionals dealing with marketing called “Deutscher Marketing-Verband e.V.”.

Involvement in EMAC

The EMAC membership situation in Germany has improved substantially over the last few years, rising from 37 members in 2003 to 130 in 2008. While EMAC’s worldwide membership has already increased within the last five years by 129% (from 441 to 1010 members), Germany’s membership development has even outperformed this increase by an additional 122 percentage points. This can be seen as a clear indicator for how much EMAC is valued and esteemed by the German community of marketing academics. However, quite a few German full professors in marketing have not yet become members of EMAC. We also see a large potential within the growing number of junior faculty and post-docs, who still have to be converted from short-term members (because of single attendances of EMAC conferences) to life-long members.
Within the German scientific community of marketing researchers, some colleagues should be explicitly mentioned because of their large effort for EMAC. Lutz Hildebrandt served as EMAC’s president, and also hosted the EMAC conference in 1999. Currently, Sönke Albers is EMAC’s treasurer, and has also served as Germany’s national representative at EMAC for several years.

Academic publications, global competition

While German marketing scientists have always been quite active in publishing their (mostly empirical) research, their papers were predominantly written in German and got published in leading German journals in business administration, i.e., in Die Betriebswirtschaft (DBW), Zeitschrift für Betriebswirtschaft (ZfB) and Zeitschrift für betriebswirtschaftliche Praxis (zfbF). Another important German, double-blind reviewed journal for marketing scholars is Marketing ZFP. However, over the years contributions from German marketing researchers have become more visible in leading international journals. After Hermann Simon in the 1980s, Sönke Albers, Christian Homburg, Bernd Skiera and several others later on have been quite successful in publishing in top journals. As a consequence, in a Marketing Science article the German marketing scientific community is described as one of the most active and fastest growing research groups of marketing scholars in Europe (Stremersch & Verhoef (2005): Globalization of Authorship in the Marketing Discipline: Does it Help or Hinder the Field?, Marketing Science, Vol. 24, 585-594). We also see a growing number of members of top journals’ editorial boards and ad-hoc reviewers coming from our country. In particular, conference attendance of German marketing scholars is noteworthy. E.g., at the most recent EMAC conference in Brighton, the number of participants from Germany even outperformed the number of attendants from the host country.

Specifics of Ph.D. programs in Germany

As we all know, there are substantial differences between doctoral programs in different countries. About 9 out of 10 of our doctoral candidates rather aim for a career as a consultant or business leader. In other words, a career in academe is not the primary motivation for many of our young scholars. The majority of Germany’s marketing Ph.D. students still write a traditional and usually very extensive dissertation that gets printed by leading publishers such as Gabler or Springer. Recently, however, an increasing number of dissertations are submitted as stapled dissertations, where the candidates present 3 to 5 manuscripts of high quality. The quality and length of doctoral programs differ across universities – while some departments expect all Ph.D. candidates to attend a substantial number of seminars and to frequently present their work-in-progress, other programs are less structured. In general, since the bachelor and master programs in Business Administration and Economics already involve quite some reading of articles in journals and some modelling and statistics, our graduates are usually well prepared to join doctoral programs. The large number of doctoral students from Germany in programs in The Netherlands, Switzerland, USA and other countries indicates how the international community appreciates the quality of our university programs.

Some facts about the German higher education system

As of December 2006, there are 88 public universities for 1.34 million registered students and 165 universities of applied sciences (Fachhochschulen) for about 460,000 students. In marketing, the largest number of students is enrolled in programs at the University of Cologne, the University of Münster and the University of Mannheim. Tuition fees of about € 500 per semester have been introduced since winter semester 2006/2007 at many public universities in Germany. Unlike many other countries, private universities play a comparatively subordinate role: 97% of all students are enrolled at public institutions that are subject to state supervision and control, (still) provide academic education more or less free of charge and are essentially open to anyone who has a high-school degree (or a comparable certificate) that authorizes them to enrol in a university program. However, the implementation of the Bologna process is expected to also affect the enrolment at public universities: Universities have limited the access to popular programs, and particularly for new master programs in business administration at leading locations it is expected that there will be more competition in future.

Manfred KRAFFT
EMAC national representative for Germany
University of Münster
Speaking of innovation, many of our researchers are interested in creativity and innovativeness. Jacob Goldenberg and David Mazursky developed a unique method for structural processes which can lead to creative results. Their paper, published in Marketing Science in 1999 drew immense interest from researchers and practitioners. Eitan Muller and his colleagues deal with the intricate dynamics of diffusion of innovations. In a forthcoming paper in Marketing Science, Dani Shapira and his colleagues check whether daily fluctuations in sales of a new product can predict long-term penetration. Amir Grinstein is exploring how market orientation of a firm influences its innovativeness.

We try to go beyond the national borders and establish firm connections with the research communities in the United States and Europe. We have representatives in the editorial boards of all the important marketing journals: Marketing Science, Management Science, Journal of Marketing, QME, and IJRM. Most of our faculty members have additional permanent and visiting positions in other universities such as Wharton, NYU, MIT, Duke, Berkeley and Bucconi.

Although we are spread around the country, we see ourselves as one department. Distances are not far, so we can share resources and collaborate. We organize conferences and invite visitors together, have joint seminars, and share doctoral students’ activity.

The year 2008 has been a good year for us. Ten of our papers were accepted to top journals, and we recruited several new faculty members. We hope to keep this way and create here a fascinating fruitful research environment for our faculty and students. Being small is a disadvantage, but has its benefits - it forces us to be creative and ambitious, and drives us to collaborate with each other and with the larger marketing research communities in the United States and Europe.

Renana PERES
EMAC national representative for Israel
Hebrew University of Jerusalem
In 1995, the European Institute for Advanced Studies in Management launched its institutional members’ network, **EIASM’s Academic Council**. The main purpose of this initiative was to enable closer ties with those institutions that gain from and contribute most to the activities of EIASM, as well as to offer a forum for the exchange of information between member institutions. Another incentive to formalising the institutional membership structure was to provide an ongoing means of financial support for the annual activities of EIASM (which is a not-for-profit organisation). Currently, more than 90 universities, research institutes or business schools are members of EIASM’s Academic Council, representing approximately 25 European countries.

**Benefits of Membership**

The main advantages of institutional membership to EIASM’s Academic Council are:

a. Acknowledgment as sponsor of EIASM
b. Join a network of distinguished schools and universities already members of the EIASM Academic Council
c. Use EIASM as the infrastructure/vehicle in the quest of your “quality improvement ambitions” for your Faculty, Doctoral Students
d. Be invited to the annual members’ meeting
e. Phrase your opinions about and make suggestions for EIASM throughout the year. These will be taken into account by the EIASM Board and Management
f. Be eligible to the various bodies at EIASM (Board, Scientific committee, PDG)
g. Get access to an enormous network of management researchers and teachers (more than 45,000)
h. Get access to the activities at reduced rates (-20%)
i. Your PhD students are eligible for EIASM scholarships
j. Co-organise activities with EIASM
k. Benefit from the EIASM experience in networking, conference organising, administering of European projects
l. Make use of the EIASM website to announce your job vacancies, and to offer your students a forum to announce their availability on the job market European-wide.

We at EIASM firmly believe that the outstanding reputation which the Institute enjoys throughout Europe, and indeed further afield, will advantageously benefit the institutional members who come together to support it, both academically and financially.

**The annual meeting of the EIASM Academic Council**

Once a year EIASM provides an opportunity to bring together representatives of the Member Schools and Universities to develop a shared sense of key issues of relevance to advanced studies in management. Doctoral education has been central to the mission of the EIASM and is of increasing importance in the development of new knowledge in Europe. Through the established and widely-respected EDEN Seminars, EIASM has been at the forefront in helping doctoral students to enquire at the frontiers of management research. The Seminars continue to evolve and to recognise the inter-disciplinary character of today’s major problems and the need for research conducted with application in mind.

**But what more can we do together?**

This question forms the basis for the agenda for the 2008 Academic Council meeting in Berlin on 5-6 October. Challenges facing Doctoral Education include quality and recognition, institutional cooperation, transferable skills and supervision among others. Yet, we are not without expertise in facing up to these challenges. The experience base and the responsibility for doctoral student formation in management studies represented by the Membership of the EIASM Academic Council are second to none. The agenda will provide an opportunity to explore and to plan specific activities for Members in order to enhance the experience and impact of Doctoral Education.

**How to join the EIASM Academic Council?**

The annual membership fee to our Academic Council has been set at 4,000- Euro

Applications to join this prestigious group of schools and universities, can be filed on-line via the EIASM’s web site, or by contacting the EIASM Administrative Director (coopman@eiasm.be).