



Executive Committee Meeting

Brussels – 14th October 2005

MINUTES

The EMAC President, Graham Hooley, welcomed the attendees and opened the meeting.

AGENDA

1. Minutes of previous meeting May 2005, Milan
2. Arrangements for EMAC Conference and Doctoral Colloquium 2006 in Athens
3. Issues requiring decisions:
 - 3.1. Future conferences - Formal approval of Dublin 2008
 - 3.2. Support for doctoral students
 - 3.3. Review of Doctoral Colloquium
 - 3.4. Protocol for establishing relationships with other organisations
 - 3.5. ISMS Practice Prize
4. Issues for reporting and updating (papers to be circulated in advance)
 - 4.1. Interim Financial Report
 - 4.2. Arrangements for EMAC Conference 2007 in Reykjavik
 - 4.3. International Journal of Research in Marketing
 - 4.4. Teaching Portal
 - 4.5. EMAC Doctoral Colloquium Alumni activities
 - 4.6. EMAC Fellows activities
 - 4.7. EMAC Newpage
5. Any other business
6. Date and time of next meeting

The President opened the meeting by explaining the reasons for organising the interim meeting in Brussels instead of Athens. Brussels seemed to be accessible to all. In view of the increased number in attendees, this choice is a success.

It was decided to adjust the agenda as follows:

- to cover point 4.3 - arrangements of EMAC Conference 2007 in Reykjavik after point 3.1 the approval of Dublin 2008.
- point 3.2 & 3.3 – Review of doctoral colloquium was deferred to the afternoon as Gilles Laurent was joining the meeting later.

The agenda was approved.

The President welcomed the new members

President-Elect

Jozsef Beracs

Vice Presidents

Development

Udo Wagner

External Relations

Gary Lilien

Publications

Jan-Benedict Steenkamp

National Coordinators

- Finland

Mai Antilla

- Italy

Gabriele Troilo

- New Zealand

Rob Lawson (also President of ANZMAC as of last year)

- Belgium

Kristof De Wulf (renewed)

- France

Delphine Manceau (renewed)

He then welcomed the delegation from Athens - Nikolaos PAPA VASSILIOU and Paulina PAPA STATHOPOULOS and from Reykjavik - Kristin H. SVERRISDOTTIR and Halldor O. ENGILBERTSSON

ATTENDANCE (names of attendants in **BOLD**)**OFFICERS**

President	Graham HOOLEY
Past-President	
President-Elect	Jozsef BERACS
Vice Presidents:	
Conferences	Veronica WONG
Development	Udo WAGNER
External Relations	Gary LILIEN
Publications	Jan-Benedict STEENKAMP
IJRM Editor	Hubert GATIGNON
Treasurer	Sönke ALBERS
Executive Secretary	Nicole COOPMAN

NATIONAL COORDINATORS

AUSTRALIA	Pam MORRISON
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Kristof DE WULF
BRAZIL	Claudia ACEVEDO
CANADA	Elko KLEINSCHMIDT
DENMARK	Klaus GRUNERT
FINLAND	Mai ANTTILA
FRANCE	Delphine MANCEAU
GERMANY	Manfred KRAFFT
GREECE	George AVLONITIS
HUNGARY	Andras BAUER
IRELAND	Mary LAMBKIN
ITALY	Gabriele TROILO
JAPAN	Akihiro INOUE
NEW ZEALAND	Rob LAWSON
NORWAY	Kjell GRONHAUG
PORTUGAL	Mino FARHANGMEHR
SLOVENIA	Maja MAKOVEC BRENCIC
SPAIN	Jose Luis MUNUERA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Ghislaine CESTRE
THE NETHERLANDS	Ed NIJSSEN
U.K.	Michael SAREN
U.S.A.	Gary LILIEN

GUESTS

Conference 2006 - Org Comm	Nikolaos PAPA VASSILIOU Paulina PAPASTATHOPOULOS
Conference 2007 – Org Comm	Kristin H. SVERRISDOTTIR Halldor O. ENGILBERTSSON
Doctoral Colloquium 2006 Co-chairs	Karen GEDENK Gilles LAURENT

MINUTES

1. Approval of previous meeting May 2005, Milan

The minutes were approved.

2. Arrangements for EMAC Conference and Doctoral Colloquium 2006 in Athens

Paulina Papastathopoulos reported on the status of the EMAC Conference. Approximately 800 papers are expected, but so far only 5 papers have been submitted. Gabriele Troilo mentioned that 80% of papers arrived normally in the last week of the deadline date. So far the number of reviewers for the 20 tracks is 24
In Annex I you will find the status report on the tracks.

2.1. Issue on reviewers

Paulina raised the issue about reviewers. The number of reviewers needed for EMAC 2006 is 400. She submitted to discussion the issue on the difficulty to find reviewers.

After a discussion on this issue, the conclusion was that the problem was not only related to the high number of reviewers needs but more to a lack of reviewers on some tracks. It was also agreed that members who identified potential reviewers could send the details to the Organising Committee who would then take the responsibility of contacting the potential reviewers. However reviewers should register online as their exact details were needed.

It was recommended to

- contact track chairs to identify reviewers
- to liaise with Gabriele Troilo to identify reviewers based on 2005 conference
- to ask members of EMAC Executive committee to identify potential reviewers.
- to ask reviewers to suggest more than 1 track

2.2. Doctoral Colloquium

Paulina reported on the budget of the Doctoral Colloquium. Based on the figures, she explained that with 27 students at 230 € the DC would make a loss of 690 €. The total costs 6500€ includes faculty accommodation which in itself amounts to 3120 €. Paulina mentioned that the Organisers did not know that they had to take the faculty accommodation costs. Otherwise they would not have accepted that. The organisers at this stage cannot take on this extra cost. Veronica Wong informed the organisers that all information are in the Conference guidelines.

Gary Lilien mentioned that the loss encountered by the DC would be compensated by the Conference as a number of students attending the DC stay on for the conference.

It was agreed to check whether the point on the coverage of faculty accommodation costs was clear in the conference guidelines. If it was not clear in the guidelines, then EMAC will take the costs. If it was well specified, the organisers will have to bear the costs.

The arrangement was acceptable to all.

2.3. EMAC 2006 Website

Paulina reported on the conference website. Everything is under control. Registration and hotel booking will be active as of October 2005

2.4. Social Event

Paulina informed of the following for the social events:

- social event will take place on the roofgarden of the Divani hotel.
- a dinner will be organized by the seaside
- organization of a Greek night in the Attica Region (approximately 15 – 20 minutes by bus).

To end up on the EMAC 2006 conference, The President summarized the urgent actions:

- urgent need to find reviewers
- sort out the faculty accommodation costs. Veronica Wong will check the conference guidelines and inform Paulina.
- finalise the social events.

3. Issues requiring decisions

3.1. Future conferences

1. Arrangements for EMAC Conference 2007 in Reykjavik (Point 4.2 of the agenda)

Kristinn H. Sverrisdottir and Halldor O. Engilbertsson reported on the EMAC 2007 Conference, which will be hosted by the University of Reykjavik on 22-25 May, 2007. (See ANNEX 1)

Conference venue:

The conference will be held in the premises of the Reykjavik University (RU). The university offers state of the art facilities, equipped with all audio-visual equipment, electronic library, computer room, internet access

Important dates:

Registration: 16 October 2006 (tentative)
Submission of papers: 5 December 2006 (tentative)
Late registration: 26 March 2007 (tentative)
Doctoral Colloquium: 21 – 22 May, 2007
36th EMAC Conference: 22 – 25 May, 2007

Conference Fees:

Before 26 March 2007: 470€ (excluding EMAC membership)
After 26 March 2007: 520€ (excluding EMAC membership)
Doctoral Colloquium attendance fee: under 250€ (to be finalised). The EMAC conference fee will be at discount for DC attendance.

Accommodation

640 hotel rooms have been reserved at 7 different hotels in close proximity. Price range for hotel (from guest house to 5 star hotel) will be sent and confirmed by 20 October 2005.

Social Events

The following social events will be organised:

- Reception at Reykjavik Theatre
- Conference Dinner

Theme of the Conference

The theme for EMAC 2007 is in the making. The focus would be on market unpredictability and the need for flexibility and adoptability in marketing management. At present the working title is 'Predictability and Flexibility in Marketing'

Internet Site

The Internet site will be developed at the beginning of 2006. Halldor asked for some ideas/feedback about the site (most especially from the Athens team and Gabriele Troilo). The question on whether EMAC should develop a standard website which could be used every year was raised. This would help conference organisers to avoid the burden of website development and 're-inventing the wheel every year'.

The President informed that this point will be discussed later during the meeting. (See point 3 below)

2. Formal Approval of Dublin 2008 (Point 3.1 of the agenda)

Mary Lambkin, the national coordinator for Ireland, presented the EMAC 2008 Conference, which will be hosted by the University College Dublin (UCD) on 18 – 23 May, 2008.

In ANNEX II, you will find the detailed presentation including:

- The Organising Committee
- Information about University College Dublin
- UCD Conference Experience
- Proposed arrangements for EMAC 2008
- Social events
- Accommodation & travel connections

The question on the fee structure was raised. Mary Lambkin will work with the parameters set in the Conference guidelines and proposed to present the fee structure by October 2006. Veronica Wong stressed the point of maintaining or bringing down the pricing at 470€ for the conference and 230€ for the Doctoral Colloquium. At this point the President requested a proposal for pricing by May 2006.

Gary Lilien mentioned that one of the means to keep costs down is to find sponsors.

The proposal for Dublin was unanimously accepted.

3. Development of a common conference platform

The question on whether EMAC should develop a standard website for the conference was discussed. Every year the conference organisers have to redevelop the conference website - a time and cost consuming exercise. The need to have a standard conference platform which can be used every year has become obvious. This initiative is supported by the other associations too. Consequently to keep up this momentum driven by EIASM, Nicole has called a meeting with representatives from the different associations to discuss the possibility of developing a standard platform for conference organisers. The meeting is scheduled to take place on November 17th at EIASM. Each association has been invited.

The President proposed to have a task force comprising of previous years conference organisers, Veronica and one representative to attend the meeting.

The objective of the meeting is to understand how each association addresses the administration, registration and paper submission processes. The paper submission process is a complex one and the question about whether to develop a standard process or a different one for each association was brought up. This question will be raised at the November meeting.

It is obvious that each association and conference organisers will benefit from the development of such a platform.

The platform could be operational in 2007 for the Reykjavik conference. However Halldor proposed that as they have already started working on the development of the platform, it would be better that Reykjavik continues as planned.

Gabriele gave some indications of costs regarding platform development: 30.000€ for Murcia, 9.000€ for Milan and 3.000€ for Athens.

He also mentioned that the development of a standard and hence a better platform would require a full time person to manage it (registration, paper submission). Nicole mentioned that EIASM has the experience in this process.

The President proposed Gabriele to join Veronica for the meeting in November and if not available to send someone from his team.

It was then agreed to schedule a meeting in February 2006 to present a proposal - a technical and financial proposal to the Presidents and VPs of each association.

4. Copyright Issues

Veronica Wong, the V.P. Conference, raised the issue on copyright. Who owns the copyright on papers? Currently the download of papers is free and without any copyright protection. There is no ISBN number for reference.

Veronica proposed that EMAC takes an ISBN number and put a statement in the guidelines. The Athens organisers would need to know as soon as possible the proceedings on this matter.

Mike Saren explained how Marketing Science Institute has addressed the copyright issue by inserting a particular statement regarding the download and reproduction of materials.

After a discussion on this issue, it was suggested to follow the example of MSI. A disclaimer statement can be inserted on the papers and abstracts. The authors retain the copyright. Veronica stressed the need to have the authors' details and an ISBN number to reference on the papers.

Hubert Gatignon added that adopting the 'MSI example' is an easy step to implement.

Some other questions were raised:

- Option on whether to close of the platform after the conference which limits the knowledge sharing or keeping it active where additional resource is then needed to manage it. Jozsef Beracs mentioned that this could be a separate administration activity in which EIASM can be involved.
- System to archive the electronic papers. Nicole informed that it is quite easy and at no cost.

To end the debate on copyright, the President proposed to raise the issue with the other associations at the upcoming November meeting.

3.4 Protocol for establishing relationships with other organizations.

Gary Lilien, V.P. External Relations, presented the EMAC external relations protocol. He reminded the role of EMAC as an association for marketing academics of all types with the goal to advance the science of marketing and disseminate the advances through academic publications, teaching and practical applications.

He then explained the kind of relations that EMAC might have. A four fold approach based on geography, country based organizations, functions, practice focus.

EMAC might want to formalize/institutionalize these relationships. He explained the linkages mechanisms which could be:

- 'ad-hoc' in case of organizations where the relationship is more of a transient nature

- on-going ties with organizations where significant synergies exist.

(See ANNEX III)

The question of the meaning of strategic relationship was raised. Gary explained that a strategic relationship would be one that is of importance and interest to EMAC, one that will push EMAC goals – in which case continuous relationship would be beneficial. He took ANZMAC as an example of a strategic relationship.

The President added that a strategic relationship would be a long term relationship with an association or institution with a wide geographical scope.

Gabriele brought up the need to create formal links to national associations. He explained that after a conference is held in a country, there is a drop in that country's membership. In order to keep the number of subscriptions steady, one way is to create a formal relationship by way of on-going activities with the national association. Hubert Gatignon pointed out that national associations can be real assets. Anything that can increase the visibility and recognition of EMAC in other parts of the world is most welcomed.

Gary then proposed/suggested different liaison appointments to formalise the relationship with specific associations:

- Gary as liaison to ISMS
- Mike Hanssens as liaison to MSI
- Peter Leeftang has already agreed to act as liaison to ESOMAR
- Country Reps on EMAC Executive committee to act as liaison in their respective country
- Rob Lawson for ANZMAC, Mike Saren for UK Academy of Marketing, US Rep for American Marketing Association.

Gary proposed that each country representative look into the different associations in their respective country and explore the type of relationship and opportunities that might be beneficial to EMAC.

Gary will put some paragraphs on the goals of these relationships.

The proposal was accepted.

EMAC-ESOMAR Collaboration

The President and Hubert Gatignon, IJRM Editor, briefed the members on their meeting with ESOMAR which took place in September. (See ANNEX IV) The President facilitated the link between the 2 organisations. The discussions were centered on the following points:

- Collaboration on issue of mutual interest and identifying mechanisms to foster those
- Poor attendance of EMAC members at the joint symposium
- The ESOMAR's Brain Train initiative

Further to the discussions, the following proposals were made:

- A ½ day joint symposium at the EMAC Conference focusing on 'Measurement of Consumer Emotions'
- Invite ESOMAR members to contribute teaching material to the EMAC teaching portal
- Publicise the Brain Train initiative at the EMAC Conference in Athens

Veronica mentioned that the symposium organized last year was successful.

However a question was raised on the integration of the symposium into the conference and the feasibility of that into an already congested programme.

Hubert Gatignon mentioned that the integration of the symposium into the conference is a feasible solution and that the relationship between academics and practitioners will enrich the association.

The President proposed to integrate the symposium in the parallel track of the conference which would be a low cost solution. The sessions would take place during the parallel tracks, taking a maximum of two slots of 1.5 hrs each. 2 papers out of 4 would be from the practitioner's viewpoint.

The proposal on EMAC-ESOMAR collaboration was accepted as well as the integration of the ½ day joint symposium into the conference.

European Marketing Confederation (EMC) Meeting

Gary briefed the members on the meeting with European Marketing Confederation which took place on the 13th of October 2005. The meeting was scheduled upon the request from EMC.

EMC is an association of marketers. Their vision is to be the voice of the marketing profession. Their objectives are:

- best practice in marketing
- development of skills and competences in marketing
- dissemination of knowledge
- represent the voice of the Marketing profession to the EU.

Some of their on-going projects are:

- The Excellent Quality Framework – an European Accreditation framework
- The EuroMarketer: a networking platform

More details can be found in ANNEX V.

3 areas which might be of interest for EMAC were identified:

- Research (on a longer term basis)
- Pedagogy area – EMC is working currently on the Excellence Quality Framework a project funded by the EU. The EQM is an accreditation framework for marketers.
- Networking – The EuroMarketer is a platform for networking between practitioners. It would be of interest for EMAC to participate in this project as it would enhance the networking between academics and the practitioners. It is a good opportunity, low cost and can be of high return.

Mary Lambkin pointed out that that EMAC should have a more systematic way of identifying associations with whom EMAC want to establish relationships. EMAC members should be more proactive in identifying relevant associations. This idea was supported by all.

It was decided to continue the discussion with EMC.

3.5 ISMS Practice Prize

Gary presented the proposal for EMAC sponsorship of ISMS Practice Prize. (SEE ANNEX VI) The proposal consists of EMAC providing an annual grant of 5000 € to act as sponsor of the ISMS Practice Prize beginning of 2006.

The output of the competition will be:

- publication of winning papers in Marketing Science
- Dissemination of presentations through DVDs for pedagogic purposes.

The rationale for EMAC participation is to gain high visibility as a result of an EMAC representative on the judging committee and EMAC's name included in all publicity associated with the competition. EMAC's support will make the DVDs more widely available for pedagogic purposes and furthermore EMAC's charter is aligned with the goals of the competition.

The proposal was unanimously approved.

3.6 Review of Doctoral Colloquium

The President thanked Gilles Laurent for his report on the Doctoral Colloquium. (See ANNEX VII)

Gilles reminded that EMAC Doctoral Colloquium (EDC) has run successfully for many years and based on feedback from both faculty and more importantly from the participating students the EDC should continue and further strengthen. Gilles also reminded that the goal of the EDC is to bring the doctoral students into the international community and to give them the possibility to translate their work into papers that can be submitted for publishing in international journals.

Although the EDC is a great success, the current situation shows that if the satisfaction level is high for students at the intermediate to advanced stage of their dissertation, it is not the case for those who are in the earlier stage of their doctoral study.

Gilles showed that there were two different segments depending on the stage in the PhD process – those in the early stage of their dissertation and those at an advanced stage. It is clear that the current EDC format serves the latter while the students at the earlier stage are not taken into consideration. Information from EDC organisers shows that the reason for rejections is not due to capacity restrictions but to the fact that the students were at the early stage of their study and hence their participation would not be useful.

Based on these information, the following proposal was made to serve the 2 segments identified:

- For students who are at the advanced stage of their dissertation, to keep the EDC in its current format, helping them improve the quality of their work and translating that into papers that can be submitted to publication in excellent international journals.
- For students who are at the early stage of their dissertation, to introduce a new activity – the EMAC Dissertation Workshop. The proposal is to run the first version of this workshop on an experimental basis. The workshop can be held in parallel with the EDC

The President thanked Gilles and the other members who contributed for this very useful report.

Klaus Grunert pointed out that it is a good proposal, but in case of positioning 2 events, there is a need to have on board faculty members who have experience in a broad range of areas to cover for both the advanced and the early stage students.

Veronica pointed out that it is indeed good to cater for the 2 segments. Before it was tangent as to who EMAC serves; now that the 2 segments have been identified and acknowledged, it is clearer. However it is urgent to pin down the financial aspects.

With an increased number of students, the Doctoral colloquium may be positive side in the financials, i.e. reach break-even.

J.B. Steenkamp suggested granting some scholarship to countries from example the Accession States. EMAC has a mission to help those countries.

Karen Gedenk suggested that the format should be different. It might be interesting for the less experienced students to learn from the experienced researchers, at which point Andras Bauer suggested to combine the 2 tracks. However it was mentioned that this might lead of a hybrid event which might not be satisfactory to either of the segments.

Karen also pointed out that faculty is a scarce resource. Hubert Gatignon asked why it was difficult to attract faculty. One of the reasons is that there is a huge involvement, for example reading the proposal.

At this point the question of logistics was raised. Is there going to be 2 chairs? More faculties will be involved, meaning increased costs. The issue of how to handle this for the

Athens conference was expressed, especially with the financial concern they are already facing.

Gabriele mentioned that based on his experience in Milan, 80% of the students stayed for the main conference. Hence the financial loss for the Doctoral Colloquium should be offset by the increased revenue for the conference.

He also asked about the possibility of creating a job market at the conference. This was a request from the past doctoral students.

At the end of the discussion on the Doctoral Colloquium, there was unanimity on the proposal. However there is a need to fine-tune it.

The question was then on whether it would be possible to run it in Athens, to which Karen Gedenk replied that the timeframe might be too tight. Nicole mentioned from a technical point of view, this can be implemented.

Gary Lilien then suggested experimenting it in Athens. After a discussion on the danger of a rush test on one side and the need to reinforce the segments, it was finally decided to try it in Athens.

Gilles asked how many students will be accepted in this beta test. It was decided that 12 – 13 students per track would be the right number. Karen proposed to start with one track only as an experiment.

The following steps were then set and approved

- The President will inform the Athens Team
- The Call for papers process need to be adjusted
- A second chair needs to be identified. Gilles recommended Hubert Gatignon for this.
- There will be 1 track with 12 students on it
- Need to find faculty

Karen Gedenk then asked if EMAC would support faculty for participating in the DC, like for example giving them a 50% discount on the conference fee. The President announced that this has been previously discussed and was not approved. However as a gesture EMAC will give gifts to recognize their contribution.

4. Issues for reporting and updating

4.1 Interim Financial Report

Nicole Coopman reported on the Accounts i.e. Statement on Income & Expenditures as per 29 September 2005 (see ANNEX VIII)). The figures were approved by the Treasurer.

No question was raised.

Membership Situation

Nothing special was reported on the membership situation (See ANNEX IX)

However it was noted that the membership in the Eastern European countries is low. The President proposed to write to the Eastern European Universities who are in EIASM Academic council to try to boost membership in their respective country.

4.3. International Journal of Research in Marketing

Hubert Gatignon, IJRM Editor, was pleased to report that the journal was doing well and is getting high visibility. There will be 2 more issues with more articles.

He reported that there is an increase in the number of articles submitted for the period of January – September, 178 submissions compared to 135 for the same period last year. However the number of desk rejected papers has increased proportionally - 60 rejections which are about 34% of submissions rejected. The reason might be the review process which is stricter due to fewer reviewers.

The President thanked Hubert for the good job done, which was supported by Jan Benedicte Steenkamp who also thanked Hubert for his commitment. Jan Benedicte also mentioned that Hubert is in his second term (he was reappointed in 2003) which will end in 2006. He proposed to set up a small committee to identify a new editor. He also mentioned the name of Marnik and Gilles Laurent as potential candidates for this post. Announcement for the new editor will be made at EMAC 2006.

4.4. Teaching Portal

In the absence of Manfred Krafft, Jan Benedict Steenkamp reported that he has no news on the Teaching Portal and he would need to pursue this. The President reminded that a contract had been signed and 10.000€ have already been paid. EMAC needs to see the ROI on this initiative.

4.5. EMAC Doctoral Colloquium Alumni Activity

Nothing was reported on the Alumni activity.

4.6 EMAC Fellow Activities

At the last meeting there was a recommendation for the election of new Fellows. 3 names were proposed. There was also a proposal to create a new category "Honorary Fellows" for past members.

The President mentioned that the criterion for fellowship is that the fellows are still active in EMAC. However for the 3 names mentioned, 2 are not currently active in EMAC. The President made the following recommendation:

- Hubert Gatignon to be made Fellow
- Piet Vanden Abeele and Lars-Gunnar Mattsson will be made 'Honorary Fellows'

This was unanimously agreed.

He also mentioned that EMAC Fellows remain a useful resource as faculty for Doctoral Colloquium. Doctoral Colloquium students have the possibility to meet the EMAC fellows.

4.7 EMAC Newspage

The president was pleased to announce that Udo Wagner will take the coordination of the Newspage. Udo asked the members for suggestions on how to improve the Newspage. The Newspage remains a good channel of communication.

The following suggestions were made:

- Segment the items for an easier way of accessing the information
- Do a survey on what members would like to see in the Newspage
- Make the Newspage more attractive, for example by putting pictures of the conference
- Point out upcoming conference news
- Announce the different items of the Newspage in the email message to prompt people to read the Newspage.
- Mention the Teaching portal in the Newspage (Nicole informed that this has already been done)

The Executive Secretary, who is collecting the material, mentioned that contributions are hard to get and she needs to constantly prompt members for contribution. The question on at what rhythm the Newspaper should be updated and sent.

Udo suggested to send any suggestion for the improvement of the Newspaper to him.

5. Any other business

The President thanked Nicole Coopman who is leaving EMAC for the excellent job she has done in her position as Executive Secretary and welcomed Nina Payen as the new Executive Secretary for EMAC.

6. Date and time of next meeting

It was decided that the next EMAC Executive Committee meeting would take place in Athens on Tuesday 21st of May from 14.00 to 17.00

No further points were raised and the meeting was adjourned.

ANNEX I	2007 EMAC Conference - Reykjavik
ANNEX II	2008 EMAC Conference Proposal – University of Dublin
ANNEX III	EMAC External Relations Protocol
ANNEX IV	EMAC – ESOMAR Collaboration
ANNEX V	EMC Presentation
ANNEX VI	EMAC Sponsorship of ISMS Practice Prize
ANNEX VII	Report on Doctoral Colloquium
ANNEX VIII	EMAC 2005 (end September) Accounts
ANNEX IX	Membership Status