



Executive Committee Meeting

Nantes – 26 May 2009

MINUTES

The EMAC President, George Avlonitis, welcomed the attendees and opened the meeting.

Apologies: Claudia Acevedo, Laura Lucia, Paulina Papastathopoulou, Renana Peres, Kyuang Hoon Kim, Rob Lawson, Sabine Einwiller

AGENDA

1. Minutes of previous meeting - October 2008, Brussels

2. Issues requiring decisions

- 2.1. 2nd EMAC Journal (*Hubert Gatignon*)
- 2.2. Teaching Portal (*Hubert Gatignon*)
- 2.3. EMAC Awards: Distinguished Marketer Award (*George Avlonitis*)

3. Issues for reporting and updating

- 3.1. Membership (*Udo Wagner*)
- 3.2. International Journal of Research in Marketing (*Hubert Gatignon, Stefan Stremersch/Don Lehmann*)
- 3.3. External Relations (*Gary Lilien*)
- 3.4. Financial Report (*Sönke Albers*)
- 3.5. Conferences
 - Report on EMAC Conference 2009 in Nantes (*Jean Louis Nicolas*)
 - Report on Doctoral Colloquium 2009 in Nantes (*Tammo Bijmolt*)
 - Arrangements for EMAC 2010 in Copenhagen (*Suzanne Beckmann*)
 - Arrangements for EMAC 2011 in Ljubljana (*Maja Macovec-Brencic*)
- 3.6. Elections 2009 (*George Avlonitis*)
- 3.7. EMAC Fellows (*Berend Wierenga*)

4. Any other business

5. Date and time of next meetings

- Brussels, October 30, 2009, 10.00 – 16.30
- Copenhagen, June 1, 2010, 14.00 – 17.00

EMAC EXECUTIVE COMMITTEE MEETING – 26 May 2009

President	George AVLONITIS
Past-President	József BERÁCS
President-Elect	
Vice Presidents:	
Conferences	Gabriele TROILO
Membership	Udo WAGNER
External Relations	Gary LILIEN
Publications	Hubert GATIGNON
IJRM Editor	Don LEHMANN Stefan STREMERSCHE
Treasurer	Sönke ALBERS
Executive Secretary	Nina PAYEN

NATIONAL COORDINATORS

AUSTRALIA	John ROSSITER
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Luk WARLOP
BRAZIL	Claudia ACEVEDO
CANADA	Susan REID
CROATIA	Durdana OZRETIC DOSEN
DENMARK	Suzanne C. BECKMANN
FINLAND	Kristian MÖLLER
FRANCE	Wolfgang ULAGA
GERMANY	Manfred KRAFFT
GREECE	Paulina PAPASTATHOPOULOU
HUNGARY	Andras BAUER
ICELAND	Halldor ENGILBERTSSON
IRELAND	John FAHY
ISRAEL	Renana PERES
ITALY	Elisa MONTAGUTI
JAPAN	Hiroataka AOKI
KOREA	Kyuang HOON KIM
NETHERLANDS	Ed NIJSSEN
NEW ZEALAND	Rob LAWSON
NORWAY	Sven HAUGLAND
PORTUGAL	Claudia SIMOES
SLOVENIA	Maja MAKOVEC BRENCIC
SOUTH AFRICA	Steven BURGESS
SPAIN	Laura LUCIA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Sabine EINWILLER
TURKEY	Zeynep GURHAN- CANLI
U.K.	Michael SAREN
U.S.A.	Roland RUST

GUESTS

Conference 2009 – Org Comm	Jean Louis NICOLAS
DC 2009 Chair	Tammo BIJMOLT
Committee on 2 nd Journal (Chair: Hubert Gatignon)	Lutz HILDEBRANDT Gilles LAURENT Ed NIJSSEN

	John SAUNDERS Berend WIERENGA
New IJRM Editor	Marnik DEKIMPE
Conference Host 2011	Maja MAKOVEC BRENCIC University of Ljubljana, Slovenia

Action Points from Meeting

ACTIONS POINTS

Publications: Electronic Resource

Implement a search process for an editor.

Hubert Gatignon will appoint a committee

The appointment to be made by October 2009

WHO

Hubert Gatignon

WHEN

Steering Committee -
October 2009

Publications - 2nd Journal

Implement a search process for an editor in
chief and editorial team.

Hubert Gatignon

Steering Committee

The EMAC Distinguished Marketer Award
- To look for a sponsor

George Avlonitis

Immediate

The EMAC Distinguished Marketer Award
- to identify a most appropriate name
- to identify appropriate persons for the
committee

Gary Lilien

Request from Suzanne Beckmann for a
sponsorship for the EMAC anniversary event
by EMAC.

Steering Committee
October 2009

To put the 'General Assembly' as an item for
the next Steering Committee meeting on
October 29, 2009

Gary Lilien/Nina
Payen

Steering Committee,
October 29, 2009

Contact Head of Department and National
Coordinators for Heads of Department Forum

Udo
Wagner/George
Avlonitis

Steering Committee
October 29, 2009

MINUTES

The President George Avlonitis opened the meeting.

He thanked Don Lehmann and Stefan Stremersch for the excellent job they have achieved during their editorship of IJRM. He also welcomed Marnik Dekimpe, the new IJRM editor.

He announced a small change in the agenda of the meeting; Point 3.5 on the EMAC 2009 conference will be presented at the beginning of the meeting.

3.5 Report on EMAC Conference 2009 in Nantes

Jean Louis Nicolas, Conference Chair of EMAC 2009 was pleased to report on the conference. It has been a challenge to host such a big event and so far everything has gone well.

A few figures to give an overall picture:

No. of delegates: 735

Number of papers submitted: More than 800

Number of papers accepted: 444

Number of reviewers: 537

Number of sessions: 123 (136 including the special sessions)

Some information on delegates:

- 42 countries represented
- Country breakdown of delegates in number of importance – Germany, France, U.K., U.S.A

The conference has a balanced budget.

Annex: Report on EMAC 2009 Conference

1. Minutes of previous meeting - October 2008 Brussels

No comments were made. The minutes were approved.

Annex 1: Minutes of Executive Committee Meeting – October 2008 - Brussels

2. Issues requiring decisions

2.1. 2nd EMAC Journal

Hubert Gatignon reported on the 2nd EMAC journal. He explained the task of the Committee which was to provide a clear positioning statement and to come up with a business plan. Hubert thanked the members of the committee. The task is not quite complete because of its complexity. However the committee has prepared the best possible case.

The criteria for selecting the best alternatives were identified as:

1. Best supply of papers with good researchers who would submit papers.
2. Little competition/ cannibalization.
3. Good supply to Excellent European researchers in the area who would be potential Editors.

The committee spent a full day discussing on the issue of the positioning. They came to a unanimous decision. They all agreed that the best match with the criteria was the positioning of a Behavioural Research Journal.

The Journal would publish work fundamentally behavioural either about consumer behaviour, industrial customer behaviour or managerial behaviours. This would include research about decision processes such as Behavioural Decision Theory and experimental work testing the mechanisms explaining behaviour.

The Committee then looked into some critical issues such as:

- Name of the journal – after considering many options, the name of “Journal of Marketing Behaviour’ seemed to have the consensus of all.
- Positioning: the positing as a Journal of Marketing Behaviour was considered the best as it does not correspond currently to a large audience of IJRM although area editors have been recently added for this field. There is a very large proportion of marketing colleagues in Europe and in other parts of the world who specialize in these research areas with a limited number of behavioural marketing journals. Hence this positioning was judged the best alternative for a second EMAC Journal. As such there is minimal cannibalization with IJRM.
- Publisher: There is a clause in the contract with Elsevier which states that EMAC cannot have other publishing activities without prior consultation with the Publisher as the publisher and the sole proprietor of the Journal. Elsevier has marked its interest in this 2nd Journal if it would be an e-journal. Hubert has asked them to make proposal for the 3 options that have been identified:
 1. On-line availability to all EMAC members
 2. On-line availability to EMAC members with the option for each member to subscribe to hard copy issues.
 3. On-line availability to EMAC members with the option for each member to subscribe or order an annual hard copy of the volume.Elsevier has not yet given a full proposal.

- Fee structure: As there is not yet a full proposal from the publisher it is difficult to propose a fee structure now. However the committee is clearly in favour of making the Journal available to the EMAC members automatically, in its on-line version, with a maximum increase in EMAC membership fees of €20. If a paper version were to be offered, this should be offered on an optional basis at an extra cost for those who chose that option.
- Format: online version solely or online version with hard copied as optional or online version with an annual hard copy of the volume at request.
- And lastly, the title of the 2nd Journal: Elsevier would own the title of the journal

Based on these considerations Hubert Gatignon proposed 3 options to the Executive Committee:

- Option 1: Approve the proposal in principle and leave the Steering Committee to deal with the details.
- Option 2: The Executive Committee would prefer to wait as the full and detailed information is lacking.
- Option 3: No-Go decision

Hubert made a personal remark. He indicated that when he was asked for this task, he was not really thrilled with the idea of a 2nd journal. However in going through the process and discussing it in detail with colleagues and leading behavioural researchers, he felt the need for such a journal and EMAC can do it for the future. There are thousands of marketers in various fields of marketing. EMAC has a role to play there - in forging and strengthening the relation of the marketing academic community and therefore also for the behavioural researchers.

George Avlonitis thanked Hubert for his efforts in this challenging project.

Followed an intensive discussion on this subject.

Luk Warlop indicated that he would like to hear the feedback from the current and future IJRM editors.

Stefan Stremersch recognised the rigorous proposal with its strong argumentation. However he raised some important issues and concerns:

- Concern about the positioning. What would be the impact of the 2nd journal on IJRM? IJRM has achieved the quality and rigor that it aimed at. The 2nd journal is aiming at the same positioning, but in behavioural research. Stefan stressed the point that half of the articles in IJRM last year could also be in this 2nd journal. This means that there would be a clear overlap and IJRM would have a hard time.
- Concern about the resource. Whatever resource EMAC would give to the 2nd journal would not go to IJRM.
- Concern with the editors. The current IJRM board could also be on the 2nd journal editorial board. Here again there is a clear cannibalization.
- The first idea of the 2nd journal was to service the EMAC members who could not publish in IJRM because of the high level of the journal. It looks like this focus has changed and the new positioning of the 2nd journal is directly in competition with IJRM.

Don Lehmann observed that the behavioural community is a big and fast growing community. So maybe the answer is to put the journal out on the market and see what happens. He also emphasised that 50% of IJRM is in the behavioural field.

Marnik Dekimpe, new IJRM editor expresses his concerns too. His main concern is also that of a clear cannibalization with IJRM. This issue can be overcome if there is an overload of good manuscripts. However he also stressed that 50% is a big cannibalization rate.

Ed Nijssen remarked that this 50% cannibalization rate might be reduced to 20% if this rate is borne also by other behavioural journals.

George Avlonitis added that if EMAC has 2 brands, it will reach more market segments. The multi brand strategy might increase the number of manuscripts as it may attract manuscripts from other journals.

Roland Rust, as an IJRM outsider, pointed out that the key issue is the quality. IJRM is struggling to be in the top tier journal and that is the major concern for the IJRM editors. The positioning is a critical issue. How will the new journal differentiate itself from IJRM? If this cannot be clearly answered, then it is not going to be a top journal.

George added that the 2nd journal is also going to deal with the B2B market segment.

Kristian Möller indicated that B2B academics publish mainly in the Industrial Marketing Management. He also agreed that there would be a reasonable amount of overlap between IJRM and the 2nd Journal.

Some other remarks were brought forward:

- It is unclear in which kind of competing arena the 2nd journal will be dealing.
- There seems to be no relevance of why would a researcher publishes in the EMAC 2nd Journal if he can send his manuscript to the top 4 journals or to some topical journals.
- There is a definite need to have a second journal where members would publish
- If EMAC launches a second quality journal, it will affect negatively IJRM.
- Another concern is the financials. It would be easier to make a decision if the financials are known upfront.
- Would EMAC have launched IJRM if the executive committee members at that time would have had this type of discussion?

- The first editor needs to have strong entrepreneurship capabilities. If there is a high cannibalization and not a good editor, the 2nd journal would be definitively a loser.
- One member specified that he would not recommend his students to submit in this 2nd journal.
- The environment now is different from when IJRM was launched 26 years ago. Even 10 years ago it was possible to get a professorship without writing an article. Today there is a must for publishing.

After some more discussions, Hubert summarized the options:

- Option 1: Approve the proposal in principle presented in the report and leave the specifics to be handled by the Steering Committee.
- Option 2: There is a potential, but prefer to wait to have full info before taking a decision
- Option 3: No-Go decision

The 3 options were put to vote.

20 votes went for the 2nd Journal. - which was a majority

It was agreed that the Executive Committee approved in principle the proposal presented in the report and would leave the specifics to be handled by the Steering Committee

Annex 2: Report on the Second Journal

2.2 EMAC Electronic Resource

Hubert Gatignon reported on the EMAC Electronic Resource (Teaching Portal).

He mentioned that the 2 main issues with the Teaching Portal are the positioning and the name.

An organisation like EMAC needs a flexible medium to exchange information about teaching and research material that would help disseminate the work of EMAC members. The EMAC Electronic Resource would constitute a flexible medium, a type of publication where articles would not go through a review process like for a 'real' journal.

This electronic resource has 2 goals:

- Share with EMAC academic community material and information relevant to the academic profession, especially but not uniquely teaching.
- Publish original articles not geared towards research oriented journals but that would provide interesting insights about the profession and which could have relevance for marketing students and practitioners

- There is already a site developed by Manfred Krafft; it is vital for EMAC to build on this existing site and expand it to correspond to the expectations of the EMAC community of marketing academics and practitioners. Manfred Krafft and his team will continue to support the portal. There would of course be a cost related to this for an amount of 3000 Euros per year

- Issue related to the name: it appeared that the current name "teaching portal" did not communicate what the site is really. The name 'teaching portal' is too limiting. It was proposed to refer to the site as the EMAC Electronic Resources. A formal name could be established in the future.

- It is important to recognise officially the people who are involved.

- The process for this 'Electronic Resource' is detailed in the annex.

The next steps are:

- Implement a search process for an editor. This should follow a formal process; the same process as for the selection and appointment of IJRM editor will be used. Hubert Gatignon will appoint a search committee for an editor.

- The goal is to have the appointment made by the next October Steering Committee (October 2009).

Annex 3: Report on EMAC Electronic Resources Site

2.3 EMAC Awards

George Avlonitis reported on the new initiative - the EMAC Distinguished Marketer Award. George thanked Gary Lilien who has provided some very useful information on awards.

2 points were discussed:

- The sponsorship: Elsevier can sponsor this award. They will be approached first and give the first right of acceptance/refusal. If they do not accept, then EMAC can look for another sponsor.
- Committee for the award: As soon as the award is institutionalised, the next step is to form the committee which will nominate the awardee. The first action is to identify the chair of this committee.

Several names were put forward

- Berend Wierenga, the Dean of EMAC Fellows.
- Graham Hooley
- An EMAC Past President

After some discussion it was proposed to delegate it to the Steering Committee. Gary Lilien proposed to adopt the following process – the Steering Committee would appoint a committee independently. Gary agreed to chair the committee.

To conclude on the subject George Avlonitis proposed to make this award a regular annual award to be presented at the annual conference.

George will start to look for a sponsor.

Annex 4: Information document on the EMAC Distinguished Marketer Award

3. Issues for reporting and updating

3.1 Membership

Udo Wagner, V.P. Membership reported on the membership situation. He made a comparison of membership in different countries Details can be founded in annex 4.

He then presented the EMAC Special Interest Group – now named Heads of Marketing Department Forum He pointed out that this is an additional service of EMAC offered without extra fee. It is open to all EMAC members interested.

The main objective is to discuss issues such as:

- recruitment, promotion criteria, rewards, career development faculty / doctoral exchange (benefiting from EU programs)
- joint research activities (applications for research grants, share resources)
- accreditation, evaluation
- doctoral programs
- continuing education for professionals

The group will meet once a year at the EMAC conference

Annex 5a – Membership Situation

Annex 5b – Report on Membership

Annex 5c – Report on Heads of Marketing Forum

3.3 IJRM

Hubert Gatignon thanked Stefan Stremersch and Don Lehmann, the current IJRM editors for the excellent job they have achieved. He also conveyed his thanks to the IJRM editor search committee members and finally to Marnik Dekimpe who has accepted the challenging task of IJRM editor.

Don Lehmann thanked EMAC for its support. He was pleased to report on IJRM. He focussed on the following points:

- IJRM policy is the policy of good papers. The aim is to keep IJRM at the forefront of the field.
- The review process
 - o A diverse and large board
 - o High percentage of desk reject
 - o Further decrease in processing time
- Submission
 - o Significant increase in submissions
 - o Diversity in the geographical origin of the articles
 - o Impact Factor increasing in long term
- Financials – IJRM is in good financial health
- The future
 - o Introduction of the J.B. Steenkamp Award for Long Term Impact
 - o Special issues: Marketing & Health (4, 2008); Organic Growth (4, 2009); Competition (2010), Sales Force Management (2010)
 - o New editor – Marnik Dekimpe who would take the task as of October 2009.

Annex 6: IJRM Report

3.4 External Relations

Gary Lilien, V.P. External Relations was pleased to report on the different external relations initiatives.

Link with the Australia-New Zealand Marketing Academy (ANZMAC).

EMAC and ANZMAC run a joint symposium (BIGMAC) concurrent with every third EMAC conference and every third ANZMAC conference. The EMAC VP Conferences and the ANZMAC liaison coordinate this event. The next BIGMAC is scheduled at the ANZMAC Conference in Australia and in 2011 at the EMAC conference in Ljubljana.

Link with Informs Society for Marketing Science (ISMS) Practice Prize.

EMAC is a formal sponsor of the ISMS practice prize. It was an annual event until 2007. MSI has now taken over the organization of the competition as a partner with ISMS, who have jointly decided to make the special conference and the Prize a biennial event. There will be a special session featuring the Practice Prize finalists at EMAC 2010 in Copenhagen.

The Inaugural EMAC-McKinsey Marketing Dissertation Award--2009

Gary was pleased to report on this inaugural EMAC-McKinsey Marketing Dissertation Award. The award was initiated at this time last year and within one year the terms of this award were developed and implemented.

The selection committee was composed of Hubert Gatignon, EMAC VP Publications, Gary Lilien V.P. External Relations and 3 McKinsey colleagues. The award was a big success – beyond

expectations; 67 submissions were received. Competition was rather fierce. On Friday 29 May, there will be a special session where the three finalists will present their work before the award jury. The awardees will be announced at the Conference dinner.

This EMAC-McKinsey Marketing Dissertation Award has proven to be a very successful activity and Gary will be working with the VP Publications and McKinsey to tune the process and make this an annual EMAC (and McKinsey) activity.

Annex 7: Report on External Relations

3.5 Financial Report

Sönke Albers, EMAC Treasurer, briefly reported on the EMAC financial situation. EMAC is in a healthy financial situation. EMAC has still made a surplus and is in a safe financial situation. However he reminded that the surplus may be close to zero for next year.

To a question on the high expense related to Informs, he clarified the point by explaining that this high cost refers to 2 years sponsorship - 2006 and 2007.

All members approved on the accounts.

Annex 8: Financial Situation

3.6 Conferences

Report on the Doctoral Colloquium 2009 in Nantes

Tammo Bijmolt, Doctoral Colloquium Chair reported on the 2009 Doctoral Colloquium in Nantes. He mentioned that the objective was the same as the 2008 DC.

The 2009 edition had:

- 3 Beginners' tracks of 12 students per track
- 3 advanced tracks with 8 students per track.
- A record number of submissions – 120 Submissions
- 60 papers were accepted
- a good mix of participants – 60 students from 13 different countries
- A good group of faculty members – 18 faculty members from 9 different countries.

The 2009 doctoral Colloquium was a successful one.

Annex 9: Report on Doctoral Colloquium 2009

Report on the 2010 EMAC Conference in Copenhagen

Suzanne C. Beckmann reported on the 2010 EMAC Conference. It will be the 3rd time that EMAC Conference is in Copenhagen.

Suzanne presented the organizing committee and gave a brief overview of CBS – where the conference will take, describing the infrastructure and the facilities..

She indicated the important dates:

- Doctoral Colloquium: May 30 – June 1, 2010
- EMAC Conference: June 1 – 4, 2010
 - o Welcome reception on June 1 at the City Hall
 - o Special Event on June 2, 2010
 - o Conference dinner on June 4, 2010

Suzanne asked the Executive Committee if EMAC can sponsor the EMAC anniversary event.

Annex 11: Report on EMAC 2010 Conference – Copenhagen

Report on the 2011 EMAC Conference in Ljubljana

Maja Makovec-Brenčič thanked the committee to have accepted Ljubljana as host for the 2011 EMAC Conference.

She gave a general overview of the University and the facilities.

The organising committee will consist of:

President: Maja Makovec Brenčič, PhD, FELU

Members

- Irena Vida, PhD, FELU
- Vesna Žabkar, PhD, FELU
- Domen Bajde, PhD, FELU
- Tomaž Kolar, PhD, FELU
- Maja Konečnik Ruzzier, PhD, FELU
- Members of the Faculty of Economics and Business, University of Maribor and
- Faculty of Social Science, UL

The theme of the conference is ‘The Day After’ the infrastructure: Inspiration, Innovation, Implementation

The important dates are:

Doctoral Colloquium: May 22-24 May 2011

EMAC Conference: May 24 - 27 May

Detailed information can be found in the annex.

Annex 12: Report on the 2011 EMAC Conference

Report on the Regional and Thematic Conference

Gabriele Troilo, V.P. Conference reported on the Regional and Thematic Conference.

The aim is to attract people from specific regions and help people interested in specific fields.

A first proposal has been submitted. Andras Bauer, national representative for Hungary proposed the creation of a CEE Regional EMAC Conference, the inaugural one to be launched on June 24-25, 2010 in Budapest, Hungary.

The conference would help increasing membership from the CEE countries. It will also move the MTC conference to EMAC standards. Due to the healthy development of the MTC conference series and the increase of membership from several transition countries during the last 3 years, this event can be the first of an ongoing EMAC -CEE regional conferences.

The organising committee will consist of the V.P Conference, the national representative from the country and the organising institution.

The conference is a 1,5-2 day conference combined with a Doctoral Workshop for young regional researchers. The conference will be using EMAC standards and systems for reviews.

The question of EMAC ‘financial’ support of the regional conference was raised. It was agreed that EMAC would support the regional and thematic conference.

Annex 13: Proposal for a regional and thematic conference

3.7 Elections 2009

George Avlonitis announced the results of the 2008 Elections.

He was happy to announce the election of Veronica Wong as President-Elect.

2 new countries have joined the Executive Committee- Romania and Russia.

The elected members are:

President-Elect - Veronica WONG
Vice-President Conferences - Gabriele TROILO

National Coordinators

Denmark: Suzanne BECKMANN
Israel: Renana PERES
Netherlands: Gerrit VAN BRUGGEN
Romania: Daniel SERBANICA
Russia: Maria SMIRNOVA
Spain: Salvador RUIZ
Switzerland: Harley KROHMER
U.K.: Robin WENSLEY

Annex 14: Results of 2009 Election

3.8 EMAC Fellows

Berend Wierenga reported briefly on the EMAC fellows activities

- Last year it was decided to have 2 new EMAC Fellows. An election took place early this year and 2 new fellows were elected. He was pleased to welcome József Berács and Sonke Albers as new EMAC fellows.
- He stressed the point that the EMAC fellows constitute the 'invisible hand' at EMAC and would be happy to help and contribute in any way that the Executive committee needs.
- The EMAC Fellows will hold their annual meeting on Thursday 28 May 2009

4. Any other business

Two points were raised.

- The date of the next executive committee meeting was originally scheduled on October 23, 2009 in Brussels. However this date overlaps with the ACR conference. It was proposed to change the date of the meeting to October 30, 2009. It was approved.
- Gary Lilien proposed to put the General Assembly as an item for the next Steering Committee meeting on October 29, 2009.

5. Date and time of next meetings

- Brussels, October 30, 2009, 10:00 – 16:30
- Copenhagen, June 1, 2009 – 14.00 – 17.00

The President thanked all members for their attendance and closed the meeting.

ANNEXES:

Annex 1: Report on EMAC 2009 Conference
Annex 2: Minutes of Executive Committee Meeting - October 2008 Brussels
Annex 3: Report on EMAC 2nd Journal
Annex 4: Report on EMAC Electronic Resource
Annex 5 – Information Documentation EMAC Distinguished Marketer
Annex 6a: Membership Situation
Annex 6b: Report on Membership
Annex 6c: Report on Heads of Marketing Forum
Annex 7: Report on IJRM
Annex 8: Report on External Relations
Annex 9: Financial Situation
Annex 10: Report on EMAC Doctoral Colloquium 2009
Annex 11: Report on EMAC 2010 conference - Copenhagen
Annex 12: Report on EMAC 2011 Conference – Ljubljana
Annex 13: Proposal for a regional and thematic conference
Annex 14: Results of 2009 Elections