



# Executive Committee Meeting

**Lisbon, 22 May 2012**

## MINUTES

The EMAC President, Veronica Wong, welcomed the attendees.

**Apologies:** Melanie Zaglia, Paulina Papastathopoulou, Elisa Montaguti, Hirotaka Aoki, Tor W. Andreassen, Daniel Serbanica, Maria Smirnova, Steven Burgess, Salvador Ruiz, Robin Wensley, Daniela Schäffer, Bruce Hardie

### Agenda

#### 1. Welcome

**Minutes of previous meeting - May 2011, Ljubljana** (5 mins)

#### 2. Issues requiring decisions (60 mins)

- 2.1. 2<sup>nd</sup> EMAC Journal – Search for Editor (*Sönke Albers*)
- 2.2. IJRM Editor (*Sönke Albers*)

#### 3. Issues for reporting and updating (90 mins)

- 3.1. Elections (Veronica Wong)
- 3.2. International Journal of Research in Marketing (*Marnik Dekimpe*)
- 3.3. Membership (*Peter Verhoef*)
  - Membership Survey (Udo Wagner)
- 3.4. External Relations (*Roland Rust*)
  - New Initiatives – AMA-EMAC Collaboration
- 3.5. Financial Report (*Gerrit Van Bruggen*)
- 3.6. EMAC Fellows (*Gilles Laurent*)
- 3.7. EMAC Awards
  - Susan P. Douglas Award (*Gilles Laurent & Veronica Wong*)
  - Policy and Procedures (Peter Verhoef)
- 3.8. Conferences
  - Report on EMAC Conference 2012 in Lisbon (*Paulo Rita*)
  - Doctoral Colloquium 2012 in Lisbon (*Andreas Hermann*)
  - Arrangements for EMAC 2013 in Istanbul (*Elif Karaosmanoglu*)
  - CEE Regional EMAC Conference (Galjina Ognjanov)
  - Future annual conferences (*Gabriele Troilo*)
- 3.9. EMAC Communication Channels (Veronica Wong)

#### 4. Any other business (10 mins)

#### **Date and time of next meeting**

Istanbul, Turkey - June 4, 2013- 14.00-17.00

**EXECUTIVE COMMITTEE – Attendance (Present in bold)**

<b>President</b>	<b>Veronica WONG</b>
<b>President-Elect</b>	<b>Udo WAGNER</b>
<b>Vice Presidents:</b>	
<b>Conferences</b>	<b>Gabriele TROILO</b>
<b>Membership</b>	<b>Peter VERHOEF</b>
<b>External Relations</b>	<b>Roland RUST</b>
<b>Publications</b>	<b>Sönke ALBERS</b>
<b>Treasurer</b>	<b>Gerrit VAN BRUGGEN</b>
<b>Ex Officio</b>	
<b>IJRM Editor</b>	<b>Marnik DEKIMPE</b>
<b>Executive Secretary</b>	<b>Nina PAYEN</b>

**NATIONAL COORDINATORS**

<b>Australia</b>	<b>Mark UNCLES (representing John ROSSITER)</b>
<b>Austria</b>	<b>Melanie ZAGLIA</b>
<b>Belgium</b>	<b>Luk WARLOP</b>
<b>Brazil</b>	<b>Mauro LARUCCIA</b>
<b>Canada</b>	<b>Susan REID</b>
<b>Croatia</b>	<b>Durdana Ozretic DOSEN</b>
<b>Denmark</b>	<b>Suzanne C. BECKMANN</b>
<b>Finland</b>	<b>Kristian MÖLLER</b>
<b>France</b>	<b>Arnaud DE BRUYN</b>
<b>Germany</b>	<b>Henrik SATTLER</b>
<b>Greece</b>	<b>Paulina PAPASTATHOPOULOU</b>
<b>Hungary</b>	<b>Zsofia KENESEI</b>
<b>Ireland</b>	<b>John FAHY</b>
<b>Israel</b>	<b>Renana PERES</b>
<b>Italy</b>	<b>Elisa MONTAGUTI</b>
<b>Japan</b>	<b>Hirota AOKI</b>
<b>Korea</b>	<b>Kyung Hoon KIM</b>
<b>New Zealand</b>	<b>Juergen GNOTH</b>
<b>Norway</b>	<b>Tor W. ANDREASSEN</b>
<b>Portugal</b>	<b>Claudia SIMOES</b>
<b>Romania</b>	<b>Daniel SERBANICA</b>
<b>Russia</b>	<b>Maria SMIRNOVA</b>
<b>Serbia</b>	<b>Galjina OGNJANOV</b>
<b>Slovenia</b>	<b>Vesna ZABKAR</b>
<b>South Africa</b>	<b>Steven M. BURGESS</b>
<b>Spain</b>	<b>Salvador RUIZ</b>
<b>Sweden</b>	<b>Anders GUSTAFFSSON</b>
<b>Switzerland</b>	<b>Harley KROHMER</b>
<b>The Netherlands</b>	<b>Tammo BIJMOLT</b>
<b>Turkey</b>	<b>Elif KARAOSMANOGLU</b>
<b>U.K.</b>	<b>Robin WENSLEY</b>
<b>U.S.A.</b>	<b>Gary L. LILIEN</b>
<b>NEW EXEC</b>	
<b>V.P. Conferences</b>	<b>Andras BAUER</b>
<b>Denmark :</b>	<b>Tore KRISTENSEN</b>
<b>Israel</b>	<b>Eitan MULLER</b>
<b>Poland</b>	<b>Maja SZYMURA-TYC</b>
<b>Romania</b>	<b>Corneliu MUNTEANU</b>
<b>Russia</b>	<b>Olga SAGINOVA</b>
<b>Spain</b>	<b>Oriol IGLESIAS</b>
<b>Switzerland</b>	<b>Daniela SCHÄFFER</b>
<b>U.K</b>	<b>Bruce HARDIE</b>
<b>GUESTS</b>	
<b>EMAC Fellows</b>	<b>Gilles Laurent</b>
<b>EMAC 2012 Host</b>	<b>Paulo Rita</b>
<b>EMAC DC</b>	<b>Andreas Hermann</b>

**ACTION POINTS – EXECUTIVE COMMITTEE MEETING – 22 MAY 2012,  
LISBON, PORTUGAL**

<b>Actions</b>	<b>Who</b>	<b>When</b>
<i>EMAC national representatives</i> proposed changes of the duties the national representatives Proposal will be discussed at EMAC fellows meeting	Gary Lilien	To report at next meeting
<i>EMAC Policies and Procedures for EMAC Award</i> To update document with the changes as discussed: Change the second bullet point of last point to insert evaluation of an award 'every 5 years' Drop the word 'fraud' – in the last bullet point of the document	Peter Verhoef	Immediate
<i>EMAC Doctoral Colloquium</i> Andreas Hermann to propose a few scenarios on how to improve the Doctoral Colloquium and discuss with Elif Karaosmanoglu, 2013 Conference host about practicalities. Andreas Hermann to brief Thomas Otter, next Doctoral Colloquium chair	Andreas Hermann	
<i>EMAC Communication Channels</i> Proposal to set up a task force to push up our communication channels. Members to propose names for the task force	Peter Verhoef	To report at next Executive Committee meeting
<i>EMAC Website</i> Proposal to review /redesign the EMAC website.	Udo Wagner	To discuss at next Steering Committee and report at next Executive meeting

**Decisions taken at the Steering Committee meeting – 22 May 2012**

EMAC Doctoral Colloquium  
Thomas Otter will replace Andreas Hermann as Doctoral Colloquium chair.

**MINUTES**

The President Veronica Wong opened the meeting by welcoming all members present. She welcomed the new members who have joined the Executive Committee.

The agenda was slightly changed to accommodate for point 3.8 – Report on EMAC 2012 Conference to be discussed first.

### **3.8 Report on EMAC Conference 2012 in Lisbon**

Paulo Rita, host for the 2012 conference welcomed all members to Lisbon, a special welcome as it is also the 20<sup>th</sup> anniversary of ISCTE. He gave a brief overview.

The 2012 EMAC Conference was a record year, a record number of submissions.

Record No. of papers submitted: 1098

Record No. of accepted papers: 563

Record No of delegates: approx. more than a 1000

He indicated that this year, as can be seen in the conference proceedings, papers have been grouped into sessions according to their topics and each session has a title.

He gave an overview of the programme, the social event and the gala dinner. He mentioned the novelty of this conference – Facebook (friend of EMAC conference) and a mobile application for smart phones and tablettes.

He also indicated that the Doctoral Colloquium which took place on the 22-23 May was a success.

#### *Annex 1: Report on EMAC Conference 2012*

### **1. Minutes of previous meeting - May 2011, Ljubljana**

The minutes were approved.

#### *Annex 2: Minutes of Executive Committee Meeting – May 2011 - Ljubljana*

### **2. Issues requiring decisions**

#### **2.1. 2<sup>nd</sup> EMAC Journal**

Sönke Albers, V.P. Publications, was pleased to give some good news both for the EMAC 2<sup>nd</sup> journal and IJRM.

After many years of debate on the 2<sup>nd</sup> journal and the approval in Copenhagen in 2010, EMAC is now ready to launch the new Journal of Marketing Behavior. It was not an easy task to find an editor. A search committee was appointed with Berend Wierenga and Don Lehmann. He was pleased to announce that Klaus Wertenbroch, INSEAD, has been appointed editor of the Journal of Marketing Behaviour. Klaus Wertenbroch is a well-known researcher, has a sense of relevant research and meets the requirements of EMAC. The journal will be launched in summer 2013. The first issue is scheduled to appear in 2014. He is confident that Klaus will give the journal a good quality.

Veronica thanked Sönke for the good job done.

#### **2.2 IJRM**

EMAC thanks Marnik Dekimpe for his excellent service as editor of IJRM. Marnik has raised the quality of journal. As Marnik is stepping down, according to the rules, the V.P.

Publications has appointed a committee for the search of an editor. The search committee was composed of Hubert Gatignon and Jan-Benedict Steenkamp. The committee has appointed 2 co-editors, Jacob Goldenberg, Hebrew University of Jerusalem and Visiting Professor at Columbia University and the Interdisciplinary Center (IDC)) and Eitan Muller, Tel Aviv

University and New York University. Both Jacob and Eitan have served as area editors for IJRM. They have an excellent publication record.  
The new co-editors of IJRM will take office as of October 2012.

### **3. Issues for reporting and updating**

#### **3.1 Elections**

Veronica Wong announced the results of the 2012 Elections.  
She welcomed the newly elected members:

Vice-President-Conferences - Andras BAUER

National Coordinators

- Denmark: Tore KRISTENSEN
- Israel: Eitan MULLER
- Poland: Maja SZYMURA-TYC
- Romania: Corneliu MUNTEANU
- Russia: Olga SAGINOVA
- Spain: Oriol IGLESIAS
- Switzerland: Daniela SCHÄFFER
- U.K.: Bruce HARDIE

She reminded of the 2 decisions taken at the last meeting – the elections are now held earlier, in October/November and the decision to stop the October interim executive committee.

#### **3.2 IJRM**

Marnik Dekimpe, IJRM Editor, was pleased to report on the IJRM. The journal is in good health.

- Number of submissions is increasing. Projection for the future is also very promising. Due to the increase in submissions, he is now working with guest editors.
- There is a stable geographical distribution, 40% European, 40% U.S. and 20% others.
- Desk rejects: approx. 36% which is consistent over the year
- The impact factor is doing well.
- Response time has remained stable over the last years
- Quality of submissions is increasing
- There is a good balance of the various disciplines – Consumer Behaviour, Modelling, Strategy
- Support from Marketing Science.

All details can be found in the annex.

A question was raised on the impact of new journal on IJRM. Response was that there is a place for the new journal. It was also emphasised that this is only an ‘EMAC Issue’ as for authors the second journal is only an additional journal.

Veronica thanked Marnik for the excellent task and concluded by stating that there’s more and more competition in the market place and EMAC will give all the support to the editors.

*Annex 3: IJRM Report*

#### **3.3 Membership**

Peter Verhoef, VP Membership reported on EMAC membership situation.

He was pleased to report that the situation is positive. There is a continuous increase in membership. 2011 has a record number of 1101 members. 2012 looks very promising with a forecast of 1100 members. Germany remains the first country. He also indicated that regional conferences are bringing new members. However he pointed out that membership is decreasing in some countries, for example France. Some countries are not well represented, for example, Asian countries. China and India are growing markets and might constitute a new market for EMAC.

#### *Annex 4: EMAC membership situation*

### **Membership Survey**

Udo Wagner was pleased to report on the results of the membership survey. The response rate was 25%. He highlighted the important points:

The overall satisfaction rate has increased:

- The satisfaction rate of the conference has increased. The conference is considered as a good networking opportunity and is good value for money
- IJRM is a driver of satisfaction. The review process is perceived as very constructive, but the perception still remains that IJRM is not the favourite journal for publishing for EMAC members. There is still a biased perception as to the distribution of topics covered.

Some points of concern:

- Membership fees are perceived as high
- Conference review process should be improved
- Newsletter and Chronicle are not well perceived. They should be more informative
- Website is considered is perceived as 'old fashioned'

On the question of the website, Veronica mentioned that this has already been discussed at the Steering Committee, as there is indeed a need to update the website.

It was also mentioned that EMAC should leverage social media to get the communication to the members in ways they are likely to use.

#### Annex 5: Membership Survey Results

### **3.4 External Relations**

Roland Rust, V.P. External Relations reported on the activities in his portfolio. He was pleased to announce two new initiatives.

1. American Marketing Association International Membership Proposal  
In view of collaboration with EMAC, AMA has made a proposal for a discounted membership for EMAC members (excluding North Americans). The proposal is as follows:
  - 20% discount on international memberships (excluding
  - Complimentary subscriptions to Marketing News and one academic journal
  - Discounted subscriptions to additional journals
  - Access to AMA Marketing Power web site resources
  - Discounts to conferences
  - Many other benefits
2. Secondly AMA has also made a proposal for an AMA/EMAC Event.
  - It will be a 1 ½ day event by invitation only with an estimated number of delegates of 100 (50 academics and 50 practitioners), with top level presenters (both business and academic), US/European presenters

- Venue would be Frankfurt, and timing is September/October 2013
- The event would be largely self-supporting
- AMA would support travel for US speakers:
- Co-chairs: Udo Wagner & Roland Rust

Roland also stressed the point that this collaboration is to create a bridge between AMA and EMAC, to have also a joint Academic and practitioner event, a joint EU and US event.

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

*Annex 6: Report from V.P. External Relations*

### **3.5 Financial Report**

Gerrit Van Bruggen briefly reported on the EMAC accounts 2011. The bad news is that EMAC is facing a deficit, a predicted deficit. The deficit is approximately above 3%. The good news is that the loss is smaller than expected. EMAC has taken appropriate measures to control the situation; furthermore there was an increase in membership due to high attendance at the annual conference in Copenhagen. He reminded the initiative taken to control the costs are mainly a decrease in support for PhD students and an increase in the contribution from conference hosts.

However EMAC might have a bigger loss for 2012 due to additional expenses related to the support to IJRM, new expenses for the new journal and an increase in EIASM contribution. After a brief discussion on increase in the membership fee, it was decided to keep the membership fee to 125 Euros for the 2015 membership fee. This will be applied at the EMAC Conference 2014.

A few questions were raised on the costs of the new journal and the support to IJRM. Sönke clarified the questions:

- The new journal will cost 10 Euros per member
- For IJRM, EMAC has to pay Elsevier as it owns the journal, (The 2<sup>nd</sup> journal is owned by EMAC). When the publisher owns the journal, it is very difficult to change things. Sönke encouraged all members to download articles, explaining that if the number of downloads increases, EMAC can renegotiate with Elsevier.
- Royalties: EMAC pays to Elsevier 52 Euros per member for the journal. Elsevier pays EMAC royalties on the number of subscriptions. It is however unclear how the number of downloads affect the royalties.

Veronica Wong concluded on this point by restating the fact that EMAC is trying hard to improve and keeping the losses to a minimum.

*Annex 7: Financial situation*

### **3.6 EMAC Fellows**

Gilles Laurent, Dean of EMAC Fellows reported on the Fellows' activities.

- *Fellows Election*: The EMAC Fellows have elected 2 new Fellows this year— Rod Brodie and Udo Wagner. Both of them have a long history of service to EMAC in a variety of positions
- *Susan P. Douglas Award*. In memory of Susan Douglas, one of the founders and who played a very active role till her death in 2011, EMAC has decided to create an award bearing her name. It will be given, every year, to the best EMAC communication on an International Marketing topic. The first award will be given at

the Lisbon conference. The winning paper is chosen through a two-step process. In the first step, each track chair can nominate at most one paper from her or his track, with the exception of the track chair on International and Cross-Cultural Marketing, who can nominate up to three papers. In the second round, the winner is chosen among these nominees by a committee chaired by the VP for Conferences (this year, Professor Gabriele Troilo) and comprising the EMAC President (Professor Veronica Wong), and the Dean of EMAC Fellows (Professor Gilles Laurent).

- *BIGMAC*. The BIGMAC is an EMAC and ANZMAC joint event: It runs every 18 months, alternating between Europe and Australia. It is a half-day session on the last day of the conference. The next one will take place next December during the ANZMAC conference. From the EMAC side, the organization is run jointly by the EMAC Fellows and by EMAC's Vice-President for Conferences. Gilles was happy to report that, this year, former EMAC President George Avlonitis from the University of Athens has kindly agreed to serve as the EMAC co-chair, in coordination with the VP for Conferences, Gabriele Troilo. At the ANZMAC end, the co-chair is Professor Richard Fletcher and the liaison person in the ANZMAC Conference committee is Professor Svetlana Bogomolova. Gilles, on behalf of all EMAC fellows, thanked all of them for organizing this important event, which is key in maintaining the long-standing friendship and collaboration between ANZMAC and EMAC.
- Gilles also indicated that the fellows would be discussing the role of national coordinators and would make a report to the Steering Committee.

Followed a discussion on the role of national representatives. Gary Lilien has made a proposal, which would be discussed at the Fellows meeting.

The proposal focussed on 2 points:

- A sensitivity analysis of the number and identity of EMAC Executive committee members as a function of the cut-off number of country members. He made an overview of how many executive officers would be on board if the cut off number to be representative on the executive committee was different. For example, if the cut off number is 5, the number of officers would be approximately 31 (which is the case currently). However if the cut off should be changed to 10, then the number of representatives would be approx. 24, and if 20, the number would drop to approximately 16.
- Proposed edits to the duties of EMAC country reps. The proposed changes would be on the duties of the national representatives, mainly: install an apprenticeship system – each national representative should indicate if they want to work with any vice-president. The national representative should become knowledgeable enough to take over the position of the vice-president. Each V.P, should communicate what they need and how can the national representative help.

Comments on the proposal:

On the number of executive committee members:

- If small countries are not represented, they might not be enthusiastic to engage and participate actively in EMAC
- It would mean losing on egalitarian to gain on efficiency
- Regional representatives might be useful in attracting members from these specific countries
- It is important to state that the Executive Committee is the decision making body to which the Steering Committee reports. It is hence important that many people get involved.
- Arnaud De Bruyn questioned the role of the Executive Committee and as such the role of the national representatives. Is the Executive committee a decision making place or is it only to receive information from the Steering Committee, without any voting role? Perception is that decisions are taken by the Steering Committee and Executive Committee is only 'informed', hence the question on the role of the Executive Committee. If the Executive

committee meeting is just to receive information, then it can be done at the General Assembly.

Veronica explained that the Executive Committee is getting too big and as a consequence is not an ideal size for debate and decision making.

- It was also stated that there is a job specification for the national representative.
- The executive Committee validates and approves all decisions by way of voting.

*Annex 8: Report from Dean of Fellows*

### **3.7 EMAC Awards**

Veronica Wong was pleased to announce that Gilles Laurent has been awarded the EMAC Distinguished Marketing Scholar Award.

*The Susan Douglas Award:*

The process went smoothly and the winner will be announced at the gala dinner.

*Policy and Procedure*

At the Steering Committee in October 2011, discussion on EMAC awards concluded on the need of a procedure for award initiatives. Based on the discussion, Peter Verhoef has outlined some general rules that should guide the evaluation of award initiatives. (see annex )

Some comments were made on specific points of the document and following changes will be made to the document,

- To add in the 2<sup>nd</sup> bullet point of section 'For existing award provided by EMAC': every 5 years an award should be evaluated
- To deleted the word 'fraud' in the last bullet point of the same section

All members approved the changes.

It was also indicated that the 'Award' section on the website should be updated

*Annex 9: EMAC Awards – Policy and procedures*

### **3.8 EMAC Conferences**

*EMAC 25<sup>th</sup> Doctoral Colloquium – Ljubljana*

Andreas Hermann, chair of the Doctoral Colloquium reported on the 25<sup>th</sup> edition of the EMAC Doctoral Colloquium. He pointed that the EMAC Doctoral Colloquium ran very smoothly. The Colloquium is a platform for outstanding students to present their research projects and receiving valuable feedback from their peers and faculty members.

The structure of the Doctoral Colloquium has not changed.

There are six tracks, both advanced and beginners, as follows:

- Consumer Behaviour
- Strategy and Internet
- Marketing Mix Instruments

*Submissions:* This year there were a record number of applications with 162 submissions. 60 students were accepted in the 6 tracks, with 8 students in the advanced tracks and 12 students in the beginners' tracks.

This year there was an increase in the number of applications from the Scandinavian countries and from the Central and Eastern European countries.

*Students:* There was a good mix of students.

*Feedback:* The feedback was very positive.

*Comments & Suggestions:*

Suzanne Beckmann suggested adding one more track that is to have 2 Consumer Behaviour tracks considering the fact that Consumer Behaviour has one third of the applications. The huge number of applications in this track leads to a high rejection rate. She also added that in the advanced tracks students have 90 minutes for presentation; they get more feedback time compared to beginners' session. She is of opinion to give more time to students in the beginner's session as they need to get more feedback. Suzanne explained that there are 3 categories of paper, the 'too good' papers which are too far in the dissertation stage, the 'Not good' papers which are too early in the stage and the intermediate papers. Suzanne suggested to create an additional advanced track for the very advanced students, which could be called 'Publication track'. It might fill a gap for students who are too far in the stage of dissertation.

Other suggestions were made:

- Give 60 minutes slot for the advanced track
- Schedule one and half day for smaller tracks and the remaining time the students can attend other tracks
- Grade all papers for better decision making process.
- Clarify what beginners and advanced tracks are and communicate it better.
- Luk Warlop indicated that the discussions showed that there are 2 models, one which is what Suzanne Beckmann is advocating; the other one is based on bringing the best students together so that they received the maximum feedback that would help them, which is a model that he would advocate. Discussion in the advanced track is often focussed on publishing, review problems, which are important for these students in that stage of their dissertation. He proposed to make the advanced tracks more of a 'coaching' track.
- Gabriele Troilo suggested to get an interaction between the advanced track and IJRM board. Sönke mentioned that this might create a conflict of interest

Suzanne explained that the EMAC model is a feedback model. She is advocating that a few papers are so far in the stage of dissertation that they can be conference papers. She believed that there is a need to add one more track; this would then decrease the rejection rate of the Consumer Behaviour track.

Andreas Hermann indicated that he will be stepping down and Thomas Otter who is already part of the DC faculty member will serve as chair for the next Doctoral Colloquium. Veronica added that Thomas Otter will be briefed on these discussions. Andreas added that he will work out 3-5 scenarios that he will send and discuss with Elif Karaosmanoglu, the next conference host.

*EMAC 2013 Conference*

Elif Karaosmanoglu, Conference Chair for the EMAC 2012 conference was pleased to report on the EMAC 2013 conference to be held in Istanbul on 4-7 June 2013.

The theme of the conference is 'Lost in Translation: Marketing in an Interconnected World. She gave an overview of the Istanbul Technical University and the Management Engineering Department, the only management department in Turkey. The honorary chair is the founder of the marketing group. She presented the main points:

- Fee: 460 Euros conference fee + 125 Euros membership fee
- Date: 4-7 June 2013, starting with the Doctoral Colloquium on 2-4 June.
- Sponsorship: Turkish telecom, Turkish Airline
- Track chairs and co-chairs: all have agreed.

- Social event and Gala dinner: the locations have been reserved  
She would be happy to welcome all members to Istanbul next year.

One comment was made: the date of the EMAC conference overlaps with the Lalonde Conference.

*Annex 10: Report on 2013 EMAC Conference*

*EMAC Regional conference*

Galjina Ognjanov reported on the 3<sup>rd</sup> EMAC regional conference which will be hosted by University of Belgrade, Serbia on September 2012...

The conference mission is to foster marketing theory in the Central and Eastern European countries, foster the relationship and promote EMAC in these countries.

The University of Belgrade is pleased to host the 3<sup>rd</sup> conference.

53 papers have been submitted and the review process is under and going smoothly.

*Annex 11: Report on 3<sup>rd</sup> EMAC Regional Conference*

*Future Conferences*

Gabriele Troilo reported on the future EMAC conference

- *2014 Conference.* Communication with Enrique Bigné, University of Valencia is still going on. He is confident that Valencia will sign the contract soon.
- *2015:* Luk Warlop, K.U.Leuven expressed the interest of the university to organize the conference. Gabriele has provided Luk with the basic information to build a financial forecast of the conference.
- *2016:* B.I. Norway has expressed interest.
- *Regional Conference 2013:* University of Saint Petersburg has expressed interest.
- *Future Regional Conference:*
  - *2014:* Poland , a new member on board the Executive Committee has expressed interest

Veronica thanked Gabriele for the excellent work.

### **3.9 EMAC Communication Channels**

Following up on the issue raised in the EMAC membership survey, a proposal was made to set up a task force to look into the issue of communication within EMAC. Members of the task force can be members who are not necessarily in the Steering or Executive Committee. Any member who wishes to be part of this task force should contact Peter Verhoef. Peter will set up the task force.

It was also suggested to improve the website, which is 'old fashioned'.

#### **4. Any other business**

Veronica Wong thanked all the members for their presence. It is the last executive committee meeting she is chairing. She thanked all members for their support. Major decisions have been taken over the last years. She wished all the best to Udo Wagner. Udo took the opportunity to thank Veronica for the excellent job she did. He mentioned that Veronica has done exactly what she had announced during her first speech in Copenhagen.

#### **5. Date and time of next meetings**

- Istanbul, June 4, 2013, 14.00- 17.00

The meeting was adjourned.

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*ANNEXES:*

*Annex 1: Report on EMAC 2012 Conference*

*Annex 2: Minutes of Executive Committee Meeting – June 2011 – Ljubljana*

*Annex 3: IJRM report*

*Annex 4: Report from V.P. Membership*

*Annex 5: Membership Survey Results*

*Annex 6: Report from V.P. External Relations*

*Annex 7: Financial Situation*

*Annex 8: Report from Dean of Fellows*

*Annex 9: EMAC Awards – Policy and Procedure*

*Annex 10: Report on EMAC 2013 Conference*

*Annex 11: Report on 3rd EMAC Regional Conference*