



Steering Committee Meeting

Brussels, October 25, 2013

Minutes

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

AGENDA

1. Welcome

Minutes of previous meeting – June 3, 2013

2. Issues requiring decisions

- 2.1.EMAC Conferences: Cancellation policy – András Bauer
Policy in case of emergency – András Bauer
Proposal for hosting an EMAC conference: Guidelines – András Bauer
- 2.2.EMAC Publication: ISBN number policy – Sönke Albers
IJRM: Article of EMAC Distinguished Scholar: duty or invitation?
IJRM member pricing – Sönke Albers
- 2.3.EMAC support to the Siew Meng Leong scholarship – Sönke Albers
- 2.4.EMAC Executive Committee, Steering Committee and General Assembly – Udo Wagner
- 2.5.EMAC-EIASM Service Level Agreement – Udo Wagner

3. Issues for reporting and updating

- 3.1. Election – Udo Wagner
- 3.2. Mass Open On-line Courses – Udo Wagner
- 3.3. External Relations – Roland Rust
- 3.4. EMAC Communications Channel – Peter Verhoef
- 3.5. EMAC Membership – Peter Verhoef
- 3.6. EMAC Membership Survey – Maja Makovec-Brencic
- 3.7. EMAC Conference in Istanbul – retrospective view / András Bauer, Udo Wagner
- 3.8. Update on “Ethical guidelines for publishing” / Sönke Albers
- 3.9. EMAC journals / Sönke Albers
- 3.10. Conferences – András Bauer
- 3.11. Financials – Gerrit Van Bruggen

4. Misc

5. Date and time of next meeting: Thursday, March 17, 2014, 15.00 – 16.00, Conference call

Action Points – Steering Committee Meeting – October 25, 2013

Actions	Who	When
<p><i>EMAC Conference</i></p> <ul style="list-style-type: none"> - Integrate in the future conference contracts that the conference fee must stay under 600€. - Include the lawyer's closure in EMAC contracts. - Ask the lawyer to draft a text on general terms and conditions to be included in future registration forms. 	<p>András Bauer / Anne-Laure Marteaux</p> <p>Anne-Laure Marteaux</p> <p>Anne-Laure Marteaux</p>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p>
<p><i>EMAC Communication Channels</i></p> <ul style="list-style-type: none"> - Create a LinkedIn Group - EMAC Website 	<p>Peter Verhoef / Anne-Laure Marteaux</p> <p>Maja Makovec-Brencic / Anne-Laure Marteaux</p>	<p>Immediate</p>
<p><i>EMAC Executive & Steering Committee 2014</i></p> <ul style="list-style-type: none"> - Reschedule the Steering Committee Meeting and the DC lunch - prepare the Executive Committee meeting Agenda 	<p>Anne-Laure/ Enrique Bigné/ Thomas Otter</p> <p>Udo Wagner & VPs</p>	<p>For Executive and Steering Committee, June, Valencia</p>

Decisions taken at the Steering Committee meeting – 25 October 2013

- ISBN number policy: Upon submission an author can select either to publish an abstract or the full paper. The new policy will be effective starting in 2014.
- IJRM: Article of EMAC Distinguished Scholar: the decision was made to invite the EMAC Distinguished Scholar award winner to prepare an article to be published in IJRM; however, there is no obligation for the award winner accepting this invitation. The new policy will be effective starting in 2014.

1. Welcome

The EMAC President, Udo Wagner, opened the meeting and welcomed all members. He gave the floor to Luk Warlop, the EMAC 2015 Conference host.

EMAC 2015 Annual Conference

The conference will take place in Leuven and will be jointly organized by the marketing departments of the Faculty of Economics and Business at the KU Leuven and Vlerick Business School. The title “Doing Research Together” is not final yet. The Organizing Committee has already been created. There is a wish for upgrading the poster session and the tracks have been reduced to 20 instead of 21 currently. Indeed, the E-Marketing and the Social Media tracks have been merged. Luk Warlop pointed out that the Marketing Education track needs to be developed as this track might be important for the future. There were also some discussions about maintaining the Marketing Theory and New Paradigms track. Luk Warlop highlighted that there is a need to make this track more attractive. One proposition was to develop it into discussion sessions. Track chairs have already been invited and the list should be complete soon.

Four initiatives have been created for the conference:

- **Special sessions to showcase funded collaborative projects:** CONCORD & PARIS. The PARIS project, funded by the Flemish national science foundation, consists of sessions focused on data security and privacy issue in social media (legal and marketing aspects). The CONCORD project is a collaborative training and research program involving several European research departments and business schools. It is funded by the European Commission. In the call for SIGS, a special invitation for other collaborative projects to be submitted will be included.

- **Roundtable tracks:** they are designed to provide a convenient, informal way for EMAC members with shared interests to find one another and to develop a sense of community, as well as explore potential collaborations in a forum open to all interested EMAC members. They are intended to focus on a specific topic or issue, but are deliberately structured to be open-ended to encourage new ideas and insights. A roundtable session differs from a regular session or a SIG. First, there is no requirement for authored papers for a roundtable. The submissions for a roundtable should detail the ideas for discussion and the format planned by the organizer(s) and is typically no more than two pages in length. Second, a roundtable is more informal; EMAC members with shared interests can discuss common issues and explore potential research collaborations. The organizer(s) typically serve as discussion leaders; they may or may not include a more formal presentation or use handouts. Accepted roundtables are announced on the conference website, and registered participants can sign up for them (to have an idea of the space requirements). If they ‘work’, roundtables could become a regular item in the conference agenda for EMAC (as they are in several other conferences). For 2015, the roundtable proposal serves as one expansion of the conference theme, “Collaboration in Research”. Roundtable organizers and participants are encouraged to plan and exchange ideas before the official roundtable discussions to increase benefits from the session. There are several ways in which these pre-roundtable interactions could be conducted, for example by email exchanges moderated by the roundtable organizer(s), as well as through the use of the conference Facebook page which will be ‘up’ one year before the start of the conference.

- **Tutorial on European research funding:** A number of experts will be brought in to discuss a number of funding proposals and funding proposal evaluations, and to discuss the do's and don'ts of proposal writing (for a beginners' audience).
- **Marketing Movie track:** Movies are increasingly seen as a valid output of a research process. It may serve didactical purposes (e.g., be part of case study materials), or be used as a means to communicate to a broader audience about one's research. Currently most of these movies are made by 'postmodern' researchers, but there is no reason not to invite movies featuring topics across the entire marketing field. Luk Warlop would like to experiment with such a track, and see if it has viability for EMAC.

Then, Luk Warlop presented Leuven's facilities. He also reported on the conference fee. He proposed an amount of 605€ for early bird registration and of 653€ for late registration, including the EMAC membership fee. The Steering Committee considered this too high and requested the fee to be lowered. There seems to be a need to go through the calculation and examine if every cost position is necessary (e.g., mid (evening) evening, opening ceremony) as well as evaluate the estimated costs and revenues. Some propositions were made to reduce the conference fee:

- Make the gala dinner optional and skip the mid (evening) event.
- Work on sponsors and ask them to support the mid (evening) event.
- Remove the mid (evening) event and reschedule the conference by organizing the opening ceremony on Wednesday.
- Organize the conference in a hotel as the University takes 6.50% of the conference fees.
- Lower the early bird fee only.
- Combine the General Assembly and the award ceremony. This option might not be feasible due to the McKinsey award ceremony that can only take place on Friday as it is the only available day for the representatives of McKinsey. It was proposed to hold the ceremony during the lunch on Friday. Sönke Albers needs to contact the McKinsey representatives to discuss this option.

Luk Warlop pointed out that some of these proposals are not feasible but he will do his best to reduce the fee. However, he does not want to take any financial risks as if there are losses, the university will not cover them. EMAC will support Leuven to reduce the cost. There is a need to consider the longer terms perspective as the only way to lower prices is to offer less value. Skipping the mid event might be a solution and the Steering Committee would support this decision. In order to cut extra costs, the conference structure and format should be changed. The model needs to be rethought for the 2016 Annual Conference.

Minutes of previous meeting – June 3, 2013, Istanbul

No points were raised and the minutes were approved.

2. Issues requiring decisions

2.1 EMAC Conferences

After writing emails to conference delegates who complaint and asked for reimbursement because of the perceived turbulences in Istanbul, everything could be settled without EMAC or the conference organizers being sued. As it turned out EMAC and the conference organizers have made the right decisions at least from a legal point of view. Future attendance will show whether there is a long term image effect.

In any case, a list with the cell phone numbers of all members of the Steering Committee was collected so that the members can communicate more easily in case of emergency in the future.

Further to the events in Istanbul, the Steering Committee asked for a legal opinion as some delegates did not attend the conference due to the exceptional circumstances and claimed for refund. Following the lawyer's conclusions, it was decided not to reimburse delegates and a letter was sent to all of them. No further action will be taken but the lawyer's closure will be integrated in the next EMAC Conference contracts. András Bauer suggested that further to the lawyer's recommendation, the conference online registration form should contain the general terms and conditions to avoid any difficulty of interpretation with regards to the delegates. Hence, he proposed to ask the lawyer to draft a text to be applied for the 2014 conference, before March 2014 or even better, before December 3rd.

2.2 EMAC Publications

ISBN number policy

Sönke Albers indicated that he was made aware that manuscripts that have been "published" in the EMAC proceedings in abbreviated form may be considered as no original contribution. Maja Makovec-Brencic pointed out that it is necessary to have an ISBN number in order to have ones paper published. Peter Verhoef proposed to give the choice to the submitter: either submitting the full paper and taking the risk or publish the abstract and negotiate with the respective editor if he/she wishes to publish the full paper in a journal. It was decided that upon submission an author can select to publish only the abstract or the full paper.

IJRM: Article of EMAC Distinguished Scholar: duty or invitation?

Sönke Albers informed that Jan-Benedict Steenkamp received the EMAC Distinguished Scholar Award and submitted his award winning article as requested to IJRM. Consistent with the IJRM policy, his paper was reviewed. However, he refused to prepare a major revision as requested by the editor. He felt offended by the review team (the three previous award winners) and the editor (Eitan Muller). He sent his article already to another journal which accepted it. Consequently, Sönke Albers proposed the following:

- EMAC Distinguished Scholar award winners are invited to prepare an article to be published in IJRM; however, there is no obligation for the award winner accepting this invitation. The new policy will be effective starting in 2014.
- Contrary to current practice, Jan-Benedict Steenkamp will not be asked to become a member of next year's board for selecting the EMAC Distinguished Scholar.

IJRM member pricing

Sönke Albers received a request from Marc Chahin from Elsevier to increase the price of IJRM for EMAC members from 52 Euros to 57 Euros. Mr. Chahin threatened that Elsevier might reduce its support to the IJRM editor otherwise. Sönke Albers argued that EMAC has approximately doubled the amount paid to Elsevier over the last few years because the number of members doubled in the course of time. Therefore, there is no need to increase the price. Instead of paying additional 5000€ to Elsevier (5€ for approximately 1000 members each), Udo Wagner proposed to allocate this amount to the IJRM editor directly (if necessary). Furthermore three years ago, Elsevier also tried to increase the price and Sönke Albers asked them for detailed figures but there was no reaction. Therefore, it was decided not to accept this request and, if Elsevier insists, to ask them for detailed figures.

2.3. EMAC support to the Siew Meng Leong scholarship

Sönke Albers received a request from IJRM editor asking for an EMAC support to the scholarship fund that NUS has set up in the name of Siew Meng Leong who was part of IJRM Editorial Board. It was decided not to provide funds as it would set a precedent.

2.4 EMAC Executive Committee, Steering Committee and General Assembly

At the last Executive Committee in Istanbul, there was a discussion as to reinstate the EMAC Executive Committee meeting in October but on a different structure. This structure should allow for intensive discussions among the attendees. For 2013 it was proposed that 4-5 groups would reflect on specific issues of particular importance for EMAC. During summer, members of the Executive Committee have been consulted and further to their feedbacks, it was decided not to hold the Executive Meeting in October in Brussels. They have also been asked to choose which of several working group they would prefer to attend. 35 members responded and the following topics seem to be most attractive: Group 1 “Reflecting on current statues”; Group 2 “Should EMAC try to establish closer links with practitioners?”; Group 3 “Should EMAC intensify international links with other academic organizations?; Group 4 “Should EMAC provide some guidance on hot research topics or methodological approaches?; Group 5 “PhD programs in Marketing”. Udo Wagner proposed an allocation of the anticipated delegates (promising to attend the meeting in June) to the five groups. Each group would consist of approximately 7 members. A discussion followed on who should take the lead of these groups: a Vice-President or a member of the Executive Committee within the group?

According to Udo Wagner, the Steering Committee members should not be too active and have more of a monitoring role. Sönke Albers proposed to have one member from the Executive Committee as chairman and one VP as deputy chairman. If the VP finds out that this system is not working, he might take the lead. András Bauer pointed out that group 1 has three VP and the three other members are relatively recent in the Executive Committee. Therefore, beyond the three VP, there should be experienced researchers. Peter Verhoef suggested including Gary L. Lilien in group 1. As it is a new initiative, Maja Makovec-Brencic proposed that the group members appoint someone amongst themselves who would take the lead (it would encourage the team work) and one VP will monitor the group. András Bauer pointed out that in each group, there is a need for a chairman who knows what needs to be done and would finalize a schedule accordingly. He also advised to have in each group a document generated in advance to work on and in group 1, use the membership surveys from the last three surveys. Maja Makovec-Brencic agreed and added that the groups need to be framed before they start working. She also pointed forward that it is the EMAC Steering Committee task to push, put the frame together and lead the discussion in the groups.

Therefore, it was agreed that Udo Wagner and the VPs will be leading the groups and Maja Makovec-Brencic, as future president of EMAC, will monitor and be involved the all 5 groups. Group leaders will be as follow:

- Group 1: Peter Verhoef
- Group 2: András Bauer
- Group 3: Roland Rust
- Group 4: Udo Wagner
- Group 5: Sönke Albers

The next Executive Committee in Valencia will be held on Tuesday June 3, 2014 from 9:00 to 17:00 and the sessions need to be planned. The Doctoral Colloquium lunch and the Steering Committee will be rescheduled on Monday June 2nd. The Steering Committee will take place from 14:00 to 17:00.

The point of the General Assembly was raised as the attendance is very low. Peter Verhoef pointed out that it is necessary to think on how to involve delegates more into the General Assembly. He proposed, for the next General Assembly, to prepare a report, send it to EMAC members prior to the General Assembly. Should members have question, they could discuss it at the General Assembly. Maja Makovec-Brencic and Udo Wagner would give a short report on important issues. Maja Makovec-Brencic suggested inviting delegates who have been very active in the task group to report at the General Assembly. It would bring the Executive Committee to the General Assembly with a direct role by reporting. She added that the General Assembly should be more structured. One idea would be to put the reports on EMAC website available for members prior to the General Assembly and have fifteen minutes General Assembly at the conference. András Bauer proposed to leave the discussion open.

2.5. EMAC-EIASM Service Level Agreement

The EMAC-EIASM Service Level Agreement ends in December 2013 and EIASM sent the new one valid until 2015. EIASM proposed an increase of EMAC's contribution to the institute in the magnitude of 3.5%. This increase is substantiated by referring to the Belgian rent calculator. In view of the recent economic development Sönke Albers and others raised concern about this rather high increase and proposed using an index which is concentrating on services or salaries in Belgium because EMAC mostly receives service and personnel support from EIASM. In addition, EMAC signed for the Belgian Consumer Price Index but not for the rent calculator. Some years ago EMAC discussed alternative services instead of EIASM but finally decided to strive for continuity and keep on cooperating with EIASM. Peter Verhoef proposed to ask for a competitive offer but Udo Wagner pointed out that one of the advantages of working with EIASM is the synergy with other associations. András Bauer mentioned that this synergy is mainly at a technical level and proposed to look at the contract and ask for justification. Maja Makovec-Brencic suggested that before signing the contract again, there is a need to go through the list of services. In conclusion, it was decided to keep working with EIASM but Gerrit van Bruggen, the treasurer, will ask for explanation regarding the 3.5% increase.

3. Issues for reporting and updating

3.1. Elections

Udo Wagner reported on the 2014 elections. Some V.P. positions become vacant, but the current V.P.s can be re-elected – Peter Verhoef, Sönke Albers and Roland Rust respectively as Vice-President Membership, Publications and External Relations. Sönke Albers had already announced that he will not stand for the next term of office. Peter Verhoef and Roland Rust agreed on running for another term. Regarding the National Representatives, China, Singapore and Hong-Kong have reached 5 members and therefore, can present a candidate. However, it was decided that China, Hong-Kong and Macau will be merged and be represented by a single National Representative.

3.2. Mass Open On-line Courses

Udo Wagner has been approached by Tor Andreassen, Norway National Representative, to know EMAC's point of view on the growing popularity of Mass Open On-line Courses (MOOC). Roland Rust pointed out that open online courses give opportunities to an expanded target group. Furthermore, it is a market segmentation which does not affect the way EMAC perceives its orientation and it is necessary to be open to both and merge them. However, a lot of courses cannot be taught online. According to Peter Verhoef, this topic might be a challenging discussion and Udo Wagner proposed to discuss it at the Head of Marketing Forum. Peter Verhoef agreed and András Bauer suggested that the marketing education track could invite someone who has experience in this area. It might also be discussed during a round-table at the 2015 Conference in Leuven. An expert in that area could be invited to stimulate the dialogue and create critical questioning. It was agreed this topic will be on the agenda of the Head of Marketing Forum in 2014.

3.3. External Relations

Roland Rust reported on four major initiatives:

- The first ever joint event of EMAC and AMA, a conference on Innovation in Marketing, will take place on May 27-28, 2014. Confirmed speakers include the CEO of Unilever and the CEO of Heineken. Academic attendance is by invitation only and will include many of the world's leading marketing scholars. The conference will be held at Erasmus University in Rotterdam and will be co-chaired by Gui Liberali, Eitan Muller, Stefan Stremersch and Roland Rust.
- In conjunction with the above conference, there will be a special issue of IJRM, co-edited by the above co-chairs. Submitted manuscripts are already being processed. The deadline for submissions is January 10, 2014.
- The EMAC/McKinsey Dissertation competition will be organised, with Sönke Albers and Roland Rust participating with members from McKinsey on the selection committee. The award will be decided at the EMAC conference in Valencia. The process has already been launched. Everything is working fine and it was agreed to continue this way.
- Thanks to the efforts of Udo Wagner EMAC will co-sponsor a Global Marketing Conference in Singapore, spearheaded by GAMMA, an Asian-centred marketing association (EMAC is founding member of this association). The conference dates have now been changed to July 15-18, 2014. AMA and a number of Asian marketing associations will be additional co-sponsors.
- Udo Wagner added that some links with Indian scholars have been established. He will attend a conference organized by the Indian Institute of Management in Lucknow in January 2014 to intensify the cooperation between EMAC and some Indian marketing associations.

3.4. EMAC Communications Channel

Peter Verhoef reported on the task force on communication channels. The task force aimed at analyzing what EMAC does in term of communication and at providing recommendations. They assessed the current channels of EMAC that are available:

- EMAC Website
- Digital version of the Newsletter and the Chronicle
- Electronic resource (no longer active)

EMAC Website

The website has changed substantially in spring 2013, when EMAC migrated to a new website. The performance of this website seems now up to par and can be considered a strong improvement. Maja Makovec-Brencic pointed out that the website still need to be improved, to be more attractive and more content should be available. Roland Rust suggested to include photographs from the conference on the website or to invite EMAC members to add their pictures on the website; this might be beneficial for social networking. Maja Makovec-Brencic proposed to distribute the survey through the website. According to András Bauer, EMAC Communication should be under the responsibility of a VP communication who could provide new ideas.

Chronicle and Newsletter

The Chronicle is not really read by members and one solution might be to reduce the number of issues: currently it is published twice a year and this could be lessened to one issue per year. Maja Makovec-Brencic proposed to discuss first about the model of the Chronicle and then about the frequency of issues. Udo Wagner mentioned that it is increasingly difficult to find members willing to contribute an article. Maja Makovec-Brencic agreed and pointed out that for the last Chronicle, some authors were inclined to do it but others were more reluctant. Therefore, she proposed to leave the Chronicle to those who would like to write in it, to find an editor and to put it directly on the website. However, the editor might need a budget. It was decided to maintain the current model but to discuss this issue again depending on the feedback to be received from the next Executive Committee meeting.

The Newsletter has improved compared to previous years, however, it has a rather weak image and there are hardly substantial editing efforts. The main recommendation is to improve the content and increase the frequency of publication as this would enable to provide topical information.

Social Media

In general, the task group members were a bit hesitant in using social media due to the question of resources needed to support them. Indeed, if EMAC has a platform media, it needs someone to handle it and the question is who would be willing to volunteer. Furthermore, will the young community be involved? Probably yes, but not the entire community. Furthermore, no one wants to be in charge of these activities. András Bauer proposed to ask EIASM if they would be willing to open a channel communication for EMAC as it has the staff. Peter Verhoef suggested having a LinkedIn page but not a Facebook one as EMAC does not generate enough content and does not have the staff to do so. He added that there is a need to be cautious to what is posted on the LinkedIn page but it would be possible to react to current incidents quickly. It has been agreed that Peter Verhoef and Anne-Laure Marteaux will implement the LinkedIn group. Roland Rust proposed to have an EMAC TV that could be connected to the 2015 movie marketing track. Gerrit Van Bruggen suggested thinking of developing an EMAC application for the 2015 conference.

3.5. EMAC Membership

Peter Verhoef reported on the membership situation. There is an increase in members for most of the countries except for Canada. Peter Verhoef contacted Susan Reid, Canada National Representative, to receive an explanation for this decline. According to her, one of the main issues affecting Canada's membership is that over the last couple of years there have been cuts to both Canadian and some provincial research funding. In particular, research travel budgets have been reduced substantially. Additionally, the

location of the conference is a major impact for Canadians in coming to the conference. Apparently, Lisbon was not an attractive destination unlike Istanbul. New-Zealand has also fewer members, only 5. It seems that EMAC is losing its connections there. Germany, on the contrary, keeps increasing its memberships.

3.6. EMAC Membership Survey

Maja Makovec-Brencic reported on the Membership Survey to be launched in December. She submitted the first version of the questionnaire to the Steering Committee members and Sönke Albers proposed to make it shorter. According to Maja Makovec-Brencic, the challenge is either to keep the questionnaire as it is or to focus on specific points. Gerrit Van Bruggen pointed out that it is needed to see what EMAC wants to know and to ask questions on that only. Roland Rust agreed and proposed to focus on specific issues each time. Peter Verhoef suggested focusing on new issues such as what do members think of EMAC's organizational structure. Maja Makovec-Brencic will keep working on the questionnaire and keep the following points: EMAC journals, EMAC conference, EMAC Communication channels.

3.7. EMAC Conference in Istanbul – retrospective view

András Bauer reported on the EMAC Conference in Istanbul. 876 delegates registered, 735 attended, 77 cancelled and 64 did not cancel and did not come. Among the 60 delegates to the Doctoral Colloquium, 24 attended the Doctoral Colloquium only and 36 attended the Doctoral Colloquium as well as the main conference. The conference host made a good job considering the situation.

3.8. Update on “Ethical guidelines for publishing”

Sönke Albers reported on the “Ethical guidelines for publishing”. The relevant task force group made some progress and hopes to present a document in March. There is a preference for keeping it short as guidelines should be more general. Gerrit Van Bruggen proposed to also include external colleagues who might be less biased. He pointed out that the question is to know whether there is a real need of these ethical guidelines as there is no way of taking disciplinary measures. Sönke Albers replied that some guidelines are already set. Indeed, when an author submits a paper, he cannot submit it elsewhere; if plagiarism occurs, legal measures can be taken.

3.9. EMAC journals

Sönke Albers reported on EMAC journals. IRJM is in good health and the number of submission is increasing (310 submissions so far in 2013). The replication corner (coordinated by 4 editors) started and 12 replications will be published. There has been positive reaction to the editors' request from some authors of accepted articles to provide/share their data and simulation code. Regarding JMB, there have been interesting invited articles for first issue but otherwise submissions of low quality.

3.10. Conferences

András Bauer reported on conferences. The contract for the 2014 Annual Conference is signed; the general program is available, the tracks are finalized and the SIG have been slightly changed. The 2015 Conference is on progress. The negotiations for the 2016 conference have started with Oslo. As Oslo is an expensive city, there is a need for having sponsors.

The 2013 Regional conference in St. Petersburg went well. 79 delegates attended the main conference, and 20 students the Doctoral Seminar. 52 additional membership fees have been paid. Regarding future Regional Conferences, the contract is signed for 2014 (Katowice) but tracks and reviewers are needed. For 2015, there are two candidates: Piraeus and Vienna. Negotiations have already started but it was decided that Vienna will organize the 2015 conference, and Piraeus the 2016 one.

The issue of the award ceremony was raised and it was proposed to reschedule the EMAC Distinguished Scholar award ceremony. Gerrit van Bruggen suggested also rescheduling the award ceremony for the McKinsey dissertation prize. Sönke Albers indicated, however, that company representatives from McKinsey can only attend for Friday sessions and they definitively want to represent McKinsey in front of the greatest audience possible. Roland Rust mentioned that if the McKinsey Award Ceremony needs to be done during the Gala Dinner on Friday as in Istanbul, it should be done at the very beginning.

3.11. Financials

Gerrit Van Bruggen reported on financials. 2013 will be a profitable year unlike last year where EMAC had losses. Figures for 2013 are not final yet because some expenditure still needs to be paid. 2014 will bring less income as attendance to the 2013 conference in Istanbul was lower but it will be compensated by the 2014 conference host contribution (40.000 instead 15.00 for Istanbul).

4. Miscellaneous

Maja Makovec-Brencic informed the Steering Committee that multinational companies approached her to see what EMAC is about and they were interested in collaborating. She asked what EMAC's strategy is and how could EMAC and these multinational collaborate? Suggestions were made as follow:

- Create a new award
- Have the dinner of the Doctoral Colloquium sponsored. It will enable the companies to have access to delegates and they are interested in PhD students.

Regarding the 2015 conference, András Bauer will start to organize the Gary L. Lilien MSI Prize and the BIG MAC symposium.

5. Date and time of next meetings:

March 17, 2014, Thursday - 15.00 – 16.00 (conference call)

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