



annual report

2021



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# Report from the President



**Kathrin M Moeslein,**  
President EURAM



EURAM 2021 – the second year of the pandemic, the second year of lockdowns, online teaching, digital learning and collaboration at a distance for all of us, for our conference, the doctoral colloquium, the early career consortium, all the workshops, seminars and exchanges in our community. As EURAM Community, we can now say that it made us even stronger, made us work on new tricks, methods and formats and made us look forward – once again and even more – to meet again face-to-face to learn, exchange, interact and innovate.

In 2021, our young EURAM scholars did not get to travel to Iasi, Romania for the EURAM Early Career Consortium. The EURAM Doctoral Colloquium participants and EURAM Conference delegates who had looked forward to a transatlantic event in Montreal shared their knowledge again online. Our hosts, Ecole Sciences de Gestion Université du Québec à Montréal, designed a great programme with top-notch keynote speakers and organized a wonderful event across time zones and IT systems. Thank you so much.

While we increased our interactions online within the EURAM Community, the EURAM membership still decreased due to lower participation to the two online conferences. EURAM loyalty, however, has been growing with over 120 members opted for a 2-year or 3-year membership, a scheme that was put in place 3 years ago and allows our community to show their long-term commitment.

During the 2021 EURAM Annual Conference the new governance structure was finally implemented, and the two-year transition period formally ended.

EURAM members elected Niels Noorderhaven, Tilburg University as first ever EURAM Chairperson. In this new role he is now the chair of the EURAM Board and of the EURAM General Assembly.

The new EURAM Board took off in 2021 with the following composition:

- ⑨ **Niels Noorderhaven**, INSTITUTION (EURAM Chairperson)
- ⑨ **Kathrin M. Moeslein**, FAU Erlangen-Nürnberg & HHL Leipzig Graduate School of Management (President)
- ⑨ **Dorota Dobija**, Kozminski University (Vice President Governance & Finance)
- ⑨ **Dieter Bögenhold**, University of Klagenfurt & Lucrezia Songini, Eastern Piedmont Uni. & SDA Bocconi School of Management (Chairs of the Country Representatives Council)
- ⑨ **Anabel Fernandez-Mesa**, University of Valencia & Hamid Kazeroony, NWU/ Walden University (Chairs of the SIG Committee)
- ⑨ **Peter McKiernan**, University of Strathclyde (Founding Dean of the Fellows College)
- ⑨ **Luisa Jaffé** (Executive Officer, ex officio)

Changes occurred as well in the EURAM Executive Committee in terms of portfolio structure and composition to allow for better transition and hand-over processes:

The following colleagues have been newly appointed:

- ⑨ **Panos Desyllas** (University of Bath) was appointed as Vice President Research Funding,
- ⑨ **Mine Karatas-Ozkan** (Southampton University) as Vice President Talent Development,
- ⑨ **Maria Rentetzi** (FAU Erlangen-Nürnberg) as Vice President Science Diplomacy.

The following colleagues ended their mandate within the EURAM Executive Committee:

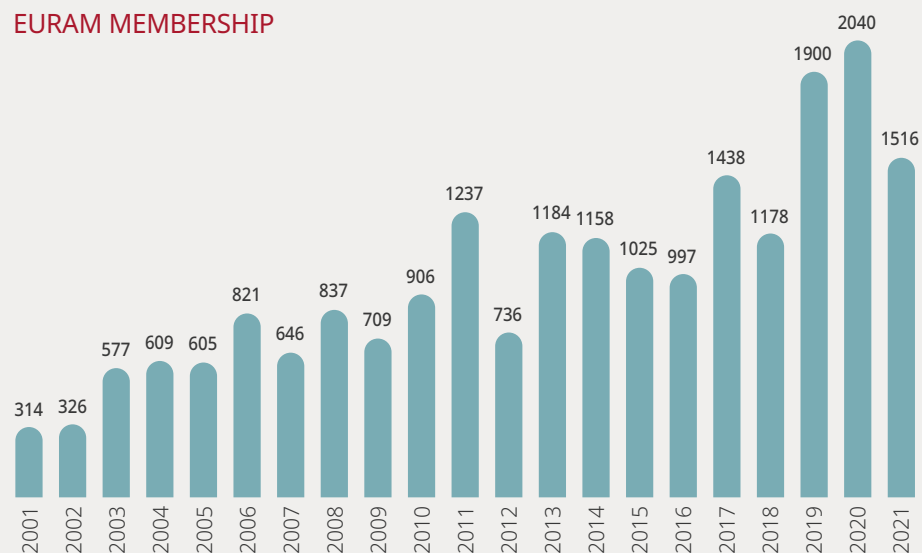
- ⑨ **Xavier Castañer** (University of Lausanne), Vice President External Relations
- ⑨ **Miia Martinsuo** (Tampere University), Vice President Membership.

I would like to cordially thank those who are joining and those who are leaving for putting their energy and enthusiasm in serving our EURAM Community.

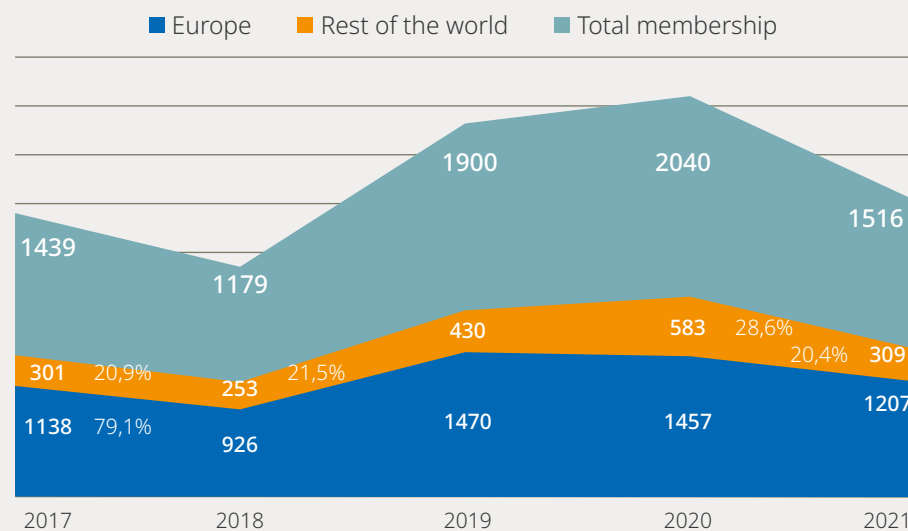
EURAM counts on many volunteers. A very warm thank you to each Board Member, Executive Committee Member, SIG Officer, track chair, symposium author, reviewer, contributor and community member for your loyal engagement especially during the two years of the pandemic.



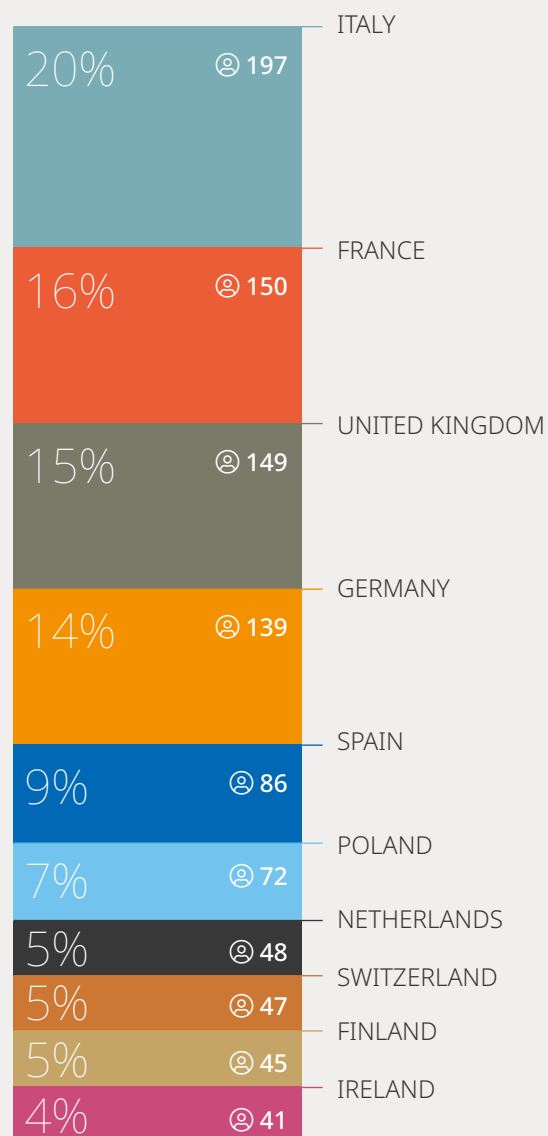
## EURAM MEMBERSHIP



## EURAM MEMBERSHIP 2017-2021



## EURAM MEMBERSHIP TOP 10 COUNTRIES



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# Report on Strategic Interest Groups



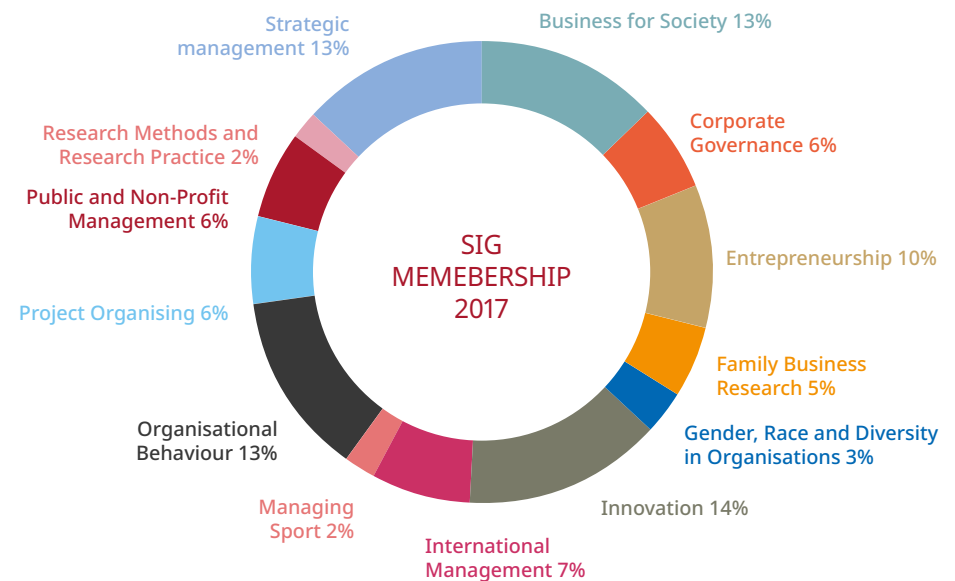
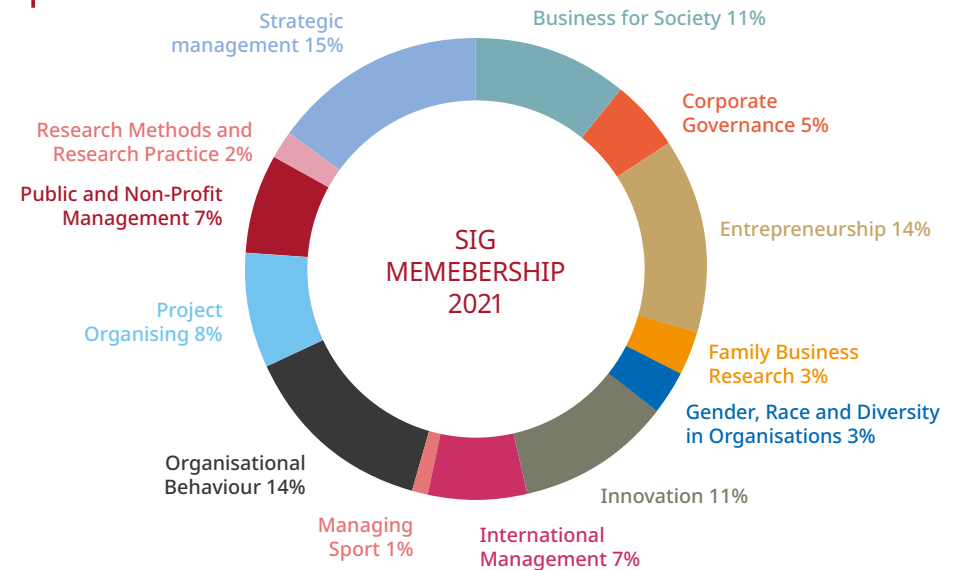
**Rémi Jardat,**  
Vice President  
Strategic Interest Groups



The motto of the European Union is "*Unity in diversity*", and EURAM's system of Strategic Interest Groups (SIGs) reflects this reality pretty well. When the EURAM community was growing, SIGs have been created in 2009 to gather scholars sharing common research topics, the ones being somehow disciplinary (e.g., Strategic Management), others being radically transversal (e.g. Business for Society).

As many European landscapes and urbanistic settings rooted in history, EURAM SIGs purposes and perimeters stem from contingent chains of works and decisions that have been being built for years. The result of that process is a unique idiosyncratic harmony by which SIGs endowed with a size of more than 200 members co-exist with younger and smaller SIGs, each of them having its own peculiarities. This is why subsidiarity and federative spirit - once again mirroring European Union's principles - are the core of the rules and manners by which SIGs coordinate and deliver together the scientific processes of EURAM's annual conference, and SIGs' communities as well. During the last years initiatives have been taken to continuously improve those processes and the services delivered to EURAM community. An ecosystem of stable and perpetually renewed topics of research, tracks and symposia has been created in each SIG. A bundle of governance rules has been adopted to ensure a fair and field-adapted election process for each SIG chairing team. A multi-yearly process of organizational learning within and among SIGs has also been implemented, based on the elaboration and shared study of each SIG's annual report.

The COVID crisis has highlighted the robustness and resilience of the SIG System and their people. Thanks to the intense commitment of the SIG teams, the digitalization of EURAM could be smoothly implemented. SIGs managed to simultaneously work on the preparation of two conferences during fall 2020. Therefore, SIG teams deserve an exceptional acknowledgement from all the EURAM Community. Moreover, we can fairly anticipate that, in the future, SIGs will adapt to disruptions and new challenges with a certain degree of self-confidence, which does not exclude humility of course. You, EURAM member, please engage and join that cooperative, committed and successful community of science leaders. Contact your SIG team and propose to contribute. All talents and energies are welcome!



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## SIG BUSINESS FOR SOCIETY



**Edoardo Mollona,**  
University of Bologna,  
Italy



The SIG Business for Society brings together scholars from various fields of social sciences who are interested in investigating the ambiguities and the contradictions that emerge in the interaction between business and its social and natural environment.

The SIG aims to build a community of engaged scholars sharing a strong interest for researching the conditions under which a business can, or actually does, positively interact

with society. In pursuing this research, Business for Society is a cross-disciplinary group open to various theoretical perspectives, among others, Stakeholders, Constructionism, institutionalism, Critical analysis, including Marxist and Gramscian approaches, and philosophical perspectives such as Business Ethics. The SIG organises kick-off events, in which roundtables and invited speakers illuminate relevant and contemporary research avenues. During the 2021 EURAM conference, the kick-off meeting hosted two invited lectures. Prof. Leonardo Becchetti, who is Full professor of Economics at the University of Rome Tor Vergata, delivered a speech titled *Sustainable Finance and Consumption* and Pierre Baret, professor at Exelia Business School, presented his talk *"The issues of comprehensive accounting/Stakes and pitfalls of non-financial reporting"*.

In 2022, the SIG received 132 papers submissions and organised six tracks. The effort of accumulating the knowledge produced in the SIG led to the conception of the book series *"Business for Society"*, published by Routledge and edited by Jérôme Méric, Francesco Gangi, Rémi Jardat and Lucia Michela Daniele. The Book Series is active in selecting and publishing relevant research outputs.

## SIG CORPORATE GOVERNANCE



**Dennis Veltrop,**  
University of Groningen,  
The Netherlands



The SIG Corporate Governance, one of the very first SIGs created within EURAM family has been part of the conference since 2002. Enjoying great loyalty of a core group of senior corporate governance researchers throughout the years as well as 2021 it was possible for the SIG to supply junior scholars with great feedback and support in their development.

Starting in 2021 the Corporate Governance SIG has begun organizing Research Incubator Sessions. The goal of these sessions is to help junior scholars develop research related to corporate governance. As always, the Corporate Governance SIG has welcomed research exploring all aspects of antecedents and consequences – of corporate governance and boards of directors.

Furthermore, the Corporate Governance SIG has been engaged in extending the corporate governance discussion by including an international perspective, while putting light on the gender perspective, sustainability, digitalization and other timely and important aspects of governance.

Fortunately, in 2021 we are able to meet again physically yet our programme was loaded with interesting content and several distinguished scholars shared their perspectives with our members. We also rewarded our engaged scholars by awards for best paper, best reviews, and most inspirational paper at our social event for EURAM 2022.



## SIG ENTREPRENEURSHIP



**Luca Gnan,**  
University of Rome Tor  
Vergata, Italy



Despite the pandemic, which has compelled to hold the EURAM Conference 2021 only a few months after the EURAM Conference 2020, our EURAM SIG Entrepreneurship has confirmed its primary role by receiving the highest number of submissions.

Of course, this great result has been achieved thanks to a fantastic group of scholars – ENTeam – involved in SIG Entrepreneurship. Thanks to our Communication Officers, SIG

Entrepreneurship devotes lots of efforts to activating connections between its members through a bundle of social communication channels; its own Facebook page, its LinkedIn page, and the official SIG Conference website

During EURAM 2021, the SIG Entrepreneurship has invited Prof. Stefan Schaltegger to have a keynote speech titled *"Pandemic paths and the necessity for sustainability transformations. How can sustainable entrepreneurship contribute?"*. The SIG has also organized with SIG Business for Society a symposium on *"Anticipating Future Sustainability. Shifting the Dance in the Entrepreneurship, Ownership, Management and Innovation Fields."*, managed by Dr. Marcela Ramírez-Pasillas, Prof. Ted Fuller, Prof. Claire Seaman, Dr. Davide Bizjak, Dr. Andrea Caputo, Dr. Marzena Starnawska, and Dr. Massimiliano M. Pellegrini. SIG Entrepreneurship has also created the *"EURAM SIG Entrepreneurship Paper Development Workshops Taskforce,"* a group of young scholars engaged in the organizations of special events able to support scholars in their research activities. The PDW Taskforce has already organized three workshops, and more are coming in the next few months. We also launched the SIG Entrepreneurship colloquia as a recurring event of the SIG (Prof. Matthias Raith).

Of course, by *"involvement of scholars,"* we mainly refer to the tracks' proponents (during EURAM 2021, we received fifteen tracks proposals that have been organized in a successful series of events) and scholars submitting their papers. SIG Entrepreneurship is particularly interested in making the EURAM conference a fulfilling experience for participants. In all our tracks, there are two blind reviewers and one discussant (who did not act as reviewer for the same paper before and was not presenting a paper in the same parallel session) for each paper. This gives valuable feedbacks to scholars, increases participation, and maintains very intense discussions during the SIG parallel sessions. This is done to advance research and

– if possible – support publication. SIG entrepreneurship offers many publication outlets to scholars. In particular, we launched the new call for chapters for the volume *"2021 EURAM SIG Entrepreneurship Book Series"*, five calls for papers for special issues in different scientific journals, and a call for chapters for a book series.

We had four important awards this year. First, the 6th Edition of the EURAM SIMA Best paper 2021 has been attributed to *"Facing adversities: Entrepreneur's resilience and business recovery in SMEs,"* Martina Gianecchini, Diego Campagnolo, Simona Leonelli, Alessandra Tognazzo, and Paolo Gubitta (University of Padova). Second, the ST03\_10 Entrepreneurial Processes Best paper 2021 has been attributed to *"Economic Infrastructure Dimensions and Opportunity & Necessity Entrepreneurship: The Mediating Effect of State Fragility,"* Christopher T. Ghogomu, Jun Li, and Juan Carlos Fernandez de Arroyabe (University of Essex, United Kingdom). Third, the SIG Eship Most inspirational paper has been attributed to *"Exploring Individual and Family-related Characteristics of Hybrid Entrepreneurs,"* Ondrej Dvoulety (Prague University), and Dieter Boegenhold (Klagenfurt University). Fourth, the SIG Eship Best paper has been attributed to *"Exploring the role of Venture Capital within the Innovation Ecosystems: a critical review,"* Annamaria Sabetta *"Università della Campania Luigi Vanvitelli,"* Eva Panetti, Marco Ferretti, and Francesco Calza (University of Naples *"Parthenope"*).

Finally, during EURAM 2021, we had two interactive social events that allowed participants to have fun and meet more informally. This is useful to create a strong sense of community.

In the end, we would like to say a big THANK YOU to all the ENTeam for the tremendous support offered!



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## SIG FAMILY BUSINESS RESEARCH



**Julia de Groote,**  
WHU – Otto Beisheim  
School of Management,  
Austria



The SIG Family Business Research provides an opportunity to explore management theories in the family business context. It aims to attract a broad community of scholars eager to discover how to extend the research boundaries of their work in a network of (not only) European academics interested in family businesses.

In 2021 we condensed all submissions to the general family business track. We were extremely pleased with the overall very high quality of the submitted papers and reviews. The paper presentation sessions were well-attended. For every session, a discussant provided feedback to the authors so that we made sure to provide detailed feedback to all authors. Beyond that, we had lively and informative discussions with the audience of the presentations.

Prof. Rodrigo Basco delivered the keynote speech of our SIG at the 2021 conference. He shared his deep knowledge of family business and regional development in an inspiring presentation. The SIG members elected two new representatives who have demonstrated their commitment and contribution to the family business community within EURAM continuously over the past year. We were happy to welcome Dr. Elena Casprini and Dr. Jan-Philipp Ahrens to our team. Furthermore, we hosted a meet the (guest) editors session tailored to the family business community. Attendees had an excellent opportunity to ask questions about open special issues in leading journals, where they could consider a publication opportunity for their articles. We closed the gathering of our SIG by announcing the winners of the best paper and best reviewer award of our SIG.

## SIG GENDER, RACE &amp; DIVERSITY IN ORGANISATIONS



**Jawad Syed, Lahore**  
University of Management  
Sciences, Pakistan



The SIG Gender, Race, and Diversity in Organisations (GRDO) in 2020-2021 shifted its focus to inequities, gender sexuality issues, identity, and ethnic, racial, religious and cultural diversity, expanding its scope to address emerging themes based on Society 5.0 and Industrial Revolution 4.0 on the one hand, and social justice for the marginalised identities in capitalism on the other.

Also, GRDO SIG held its election in 2020 for 2021-2023 leadership. The new GRDO's leadership was announced as Jasmin Mahadevan, SIG chair, Jawad Syed, SIG co-chair, Faiza Ali, Programme Chair, Almina Besic, Track 1 Chair, Henriett Primecz, Track 2 Chair, Claudine Gaibrois, Communications Chair. The GRDO SIG conference crystallised its mission during the 2021 conference by:

- Diversity LAB
- Plenary speech on contemporary issues of gender, race and diversity.
- Scholarly papers and networking sessions
- Contributions to the EURAM Doctoral Colloquium by the GRDO leadership



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## SIG INNOVATION



**Vivek Velamuri,**  
HHL Leipzig, Graduate  
School of Management,  
Germany



The SIG Innovation is among the first founded groups of EURAM with a consistent presence in its annual conferences since 2002. In 2021 online conference, 90 papers in 31 sessions were presented. In addition, we had an excellent symposium: *"Executive education after the pandemic – disruption and the new normal."*

Romy Hilbig and David Versailles played an active role in organizing the activities of the Innovation SIG at EURAM 2021. As usual, the online SIG social event was a huge success with over 80 participants. The highlights of the event included a musical keynote by John Bessant (SIG Innovation Chair 2007-2012) and the Great Innovation Quiz. At the social event, we also recognized three thought-provoking studies as the best research papers of the innovation SIG in 2021. Many thanks to the six track-chairs and Pascal Le Masson (SIG Innovation Chair 2016-2019) for identifying these three papers:

- 🔖 **Reconfiguring technology interdependencies within business ecosystems to face digital convergence: the role of product architecture and modularity**  
Alexandre Azoulay
- 🔖 **More isn't always more: how, when and why more actors generate more outputs in inter-organisational R&D projects. Qualitative evidence from European Research and Innovation Programmes**  
Svetlana Klessova, Catherine Thomas, & Sebastian Engell
- 🔖 **Synthesizing 17 Years of Open Innovation Research: A Meta-Analysis of its Impact on Firm Performance**  
Stephen Oduro, Streppone Vincenzo, Kot David Nguar, & Claudiane Solange Ngwikem Manfo

## SIG INTERNATIONAL MANAGEMENT



**Markus Kittler,**  
MCI Management Center  
Innsbruck, Austria



The EURAM SIG International Management (SIG IM) aims to facilitate and promote the development and exchange of knowledge within the diverse areas of International Management and International Business within and beyond the academic community.

The annual EURAM conference is a main vehicle to exchange across a heterogeneous community. Key areas of interest are reflected in established tracks such as *"Expatriate Management"*, *"International Competitiveness"* and *"Management and Cultures"*. Since 2021 we also more strongly encourage contributions (co-)authored by management practitioners. Due to the Covid19 related restrictions, the move to a virtual format has also changed the ways of exchange for our SIG-members.

Feedback showed that the move to an online version has worked and certainly also comes with benefits ranging from a decrease in travel and related cost and emissions. There were also positive observations suggesting that the online sessions provided more communication channels for comment by having the oral discussions and in parallel the option to comment via chat providing more input for authors. However, respondents also reported to miss the physical social elements (such as our past SIG socials or simply the coffee breaks and lunches between the sessions) as valuable opportunities to network and exchange.

Overall, the past experiences with an initially abrupt start because of the unexpected shift to virtual formats have shown that our SIG community exchange can work well in both, virtual and physical formats. An excellent success to be celebrated looking back at EURAM 2021 was the EURAM Best Book Award which went to Sylvie Chevrier (Management and Cultures track) who authored the winning book *"Cross-Cultural Management Revisited. A Qualitative Approach"* together with Philippe d'Iribarne, Alain Henry, Jean-Pierre Segal and Geneviève Tréguer-Felten. Additionally, the SIG annually nominates its Best Papers for the EURAM Awards and hosts a Best Paper Award for Expatriate Management papers at EURAM (in collaboration with the Emerald Journal of Global Mobility and its founding editor-in-chief Jan Selmer).



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## SIG MANAGING SPORT



**Kostantinos Koronios,**  
University of the  
Peloponnese, Greece



The SIG Managing Sport is a network of academics, practitioners, athletes and sport officials whose interests revolve around interdisciplinary aspects related to sport management and marketing.

Particular fields of interest are sport governance, sport marketing, sport participation, events and tourism, sustainability, digitalization, entrepreneurship and innovation in sport. The SIG functions as a catalyst for building and disseminating new ideas around the business

and management of sport and sport related industries. The Managing Sport SIG collaborates since 2010 with Emerald Group Publishing on recognizing the most outstanding paper submission to the SIG's tracks and its presentation at the conference with a "Best Paper Award".

The best papers of the conference are published every year in a Special Issue of Sport, Business and Management: An International Journal.

Further SIG highlight of 2021 was the election of the new SIG Board. More specifically, Konstantinos Koronios became the new SIG Chair, Teresa Hurley remained as the Program Chair of the SIG and Igor Perechuda became the new Communications Officer.

## SIG ORGANISATIONAL BEHAVIOUR



**Alessia Sammarra,**  
Universita' Degli Studi  
Dell'Aquila, Italy



The SIG Organisational Behaviour (OB) is a global, diverse and open community of academics and practitioners promoting knowledge creation and debate on questions and implications related to all aspects of individual and group behaviour in organisations, leadership and human resource management.

Our aim is to enhance the scholarly and managerial understanding of OB and HRM by providing a platform for dialogue, collaboration, and networking.

The OB SIG portfolio includes four standing tracks: OB general, HRM, Leadership and Team Performance Management. Moreover, the OB SIG welcomes new topics of interest and symposia to be proposed every year.

During the EURAM conference, the OB SIG members meet every year at the kick-off and wrap-up sessions to discuss the strategy and activities of the SIG. We also present the Best Paper Awards for each OB SIG track as well as the overall OB SIG. There is also the Best Reviewer Award for the overall OB SIG rewarded to the quality reviews across various tracks. Papers presented to the OB SIG have two conference related publication outlets: Team Performance Management and Evidence-based Human Resource Management.

During the EURAM 2021 online conference, our SIG featured 103 paper presentations. In addition to the four Standing Tracks, the SIG programme included a Symposium entitled 'Focus on employees to foster sustainable use of AI at work' and two Topics: T09\_05 - Big Data, Data Analytics and new forms of Work and T09\_06 - Meaning and Mindfulness at work in Global crises: The role of PayCap, Work Meaningfulness and Mindfulness at Work.

The OB SIG programme highlights included Prof. Tanya Bondarouk's Keynote Speech on 'Digitalisation of HRM & work: towards future research questions and announcements of the SIG awards for best papers and best reviewers.

As a part of our social events and activities, we also offered a thrilling virtual team building activity to welcome new SIG's attendees and facilitate networking among the SIG members.



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## SIG PROJECT ORGANISING



**Alexander Kock,**  
Darmstadt University of  
Technology, Germany



The SIG Project Organising aims to promote state of the art thinking, creation of knowledge and facilitation of debate on all aspects related to project organising. We intend to enhance the scholarly and managerial understanding of projects, programmes, megaprojects as well as project-based organisations by providing a platform for dialogue, collaboration, and networking.

Our ambition is to build an open global and diverse community of researchers from all sectors and disciplines. In 2021, our SIG featured 63 papers from three tracks: the General track, the standing track *"Multi-level Perspectives on Major and Megaprojects"*, and the topic track *"Projects & Society"*. Our SIG also featured the symposium *"Resilience and Projects: An Interdisciplinary Crossroad to Reshape the World"*.

The programme highlights included an interactive session with the editors of the main Project Management journals at our SIG kickoff and the traditional award ceremony during our SIG plenary.

The latter featured the IPMA-PMI paper prizes for the best paper and student paper, the Emerald Publishing's award for the best paper of the special topic track on Mega and Major Projects, and the APM best reviewer award.

The award session also included the Project Management Journal's paper of the year award and the PMI research achievement award.



## SIG PUBLIC & NON-PROFIT MANAGEMENT



**Andrea Bonomi Savignon,**  
University of Rome Tor  
Vergata, Italy



The SIG Public and Non-Profit Management (PNPM) is consolidating its positioning as an open, cutting-edge and inclusive forum to discuss major developments in the area of governance and management of public interest, by also strongly promoting the development of novel research agendas.

The PNPM SIG's focus embraces all organizations pursuing public outcomes, across sectoral boundaries and at the intersections between public, non- and for-profit domains. These operate in healthcare, culture, education, welfare sectors, among others, with key issues including network management, performance evaluation, organization and HRM, social innovation, and digitalization.

For the 2021 Conference, the SIG has been structured along three standing tracks on: Healthcare Management Research; Accounting, Accountability and Sustainability; and Management and Governance of Culture, Heritage and Tourism. PNPM SIG leveraged on the online format to host keynote sessions on frontier topics such as the future of strategic planning (J. Bryson, University of Minnesota) and digital transformation for the creation of public value (A. Cordella, London School of Economics). A Best Paper award has been sponsored by the International Journal of Public Sector Management, along with a new Best Reviewer Award in partnership with the Administrative Sciences journal.

In 2022, a new track on E-Government and Public Digital Transformation will be launched, while papers presented at PNPM SIG will appear in SIG-sponsored special issues from Administrative Sciences, the International Journal of Public Sector Management, and the peer reviewed Emerald Book Series *"Studies in Public and Non-Profit Governance"*.



## SIG RESEARCH METHODS & RESEARCH PRACTICE



**David S. A. Guttormsen,**  
USN School of Business,  
University of South-  
Eastern Norway, Norway



**Huiping Xian,**  
University of Sheffield, UK



The SIG Research Methods and Research Practice stimulates scientific, innovative dialogue around all aspects of academic research. These range from research design to execution, development of theoretical knowledge, output dissemination and social/policy making impact.

Drawing understanding from all the business and management disciplines, the SIG seeks to foster an international, pluralistic view on the extant variety of research approaches. Specifically, it aims to serve as a supportive platform to all those (senior and junior) academics interested in how research co-evolves with institutional environments and knowledge practice.

At EURAM 2021, the online SIG experience was interesting and highly engaging. The General Track encompassed the full span of research methods and practice, including online data collection, agent-based modelling, ethnographic, qualitative and interpretivist research, reflexivity, visual methods, case studies, and measurement development and validation. In addition, the track about Complex, Evolving Ecosystems and Resource Networks included sessions about machine-learning, evolutionary, complexity, and systems theory. Many papers reflected our community's efforts and innovations to cope with continuous challenges posed by the Covid pandemic. The SIG also offered a lively plenary session.

## SIG STRATEGIC MANAGEMENT



**Anne-Sophie Fernandez,**  
University of Montpellier,  
France



**Isabel Estrada,**  
University of Groningen,  
The Netherlands



The SIG Strategic Management Strategic is dedicated to promoting strategic thinking by encouraging dialogue on several interrelated lines of inquiry. It promotes crucial research for increasing scholarly and managerial understanding of strategic choice, competitive advantage, survival, adaptation, and long-term performance.

This SIG is advised by Tomi Laamanen (University of St Gallen, CH), Henk Volberda (Amsterdam Business School, NL) and Joan Enric Ricart (IESE Business School, SP).

The year 2021 was shaped by two major events: the strategy talk and the annual conference. In 2021, our SIG launched a new initiative, a *"strategy talk"* to connect researchers, practitioners, and others interested in strategic management issues during non-conference periods. The pilot event took place online on May 7 and Professor Jan Dul (Rotterdam School of Management, NL) presented the Necessary Condition Analysis methodology. This innovative methodology offers new research opportunities, and its main objective is to identify necessary conditions in data sets, i.e., the condition must be present to achieve an outcome. The webinar was visited by 60 researchers from all over the world and an enriching discussion took place.





For the virtual edition of EURAM 2021, we received more than 120 submissions, spread over 10 tracks.

We started the conference with a kickoff with two panel sessions. In the first panel, Henk Volberda (Amsterdam Business School, NL) and Anna Grandori (Bocconi University, IT) offered interesting discussion about *"Strategic Management and sustainable perspectives"*.

In the second panel, Tomi Laamanen (University of St Gallen, CH) and Martin Parker (Bristol University, UK) provided insights to the question *"Strategic management, where to go from here?"*.

On the second evening of the conference, we organized a social event called *"a virtual wine tasting"*. SIG members had received a bottle of Spanish wine at home and were to open it together on Thursday night. The winemaker joined us and hosted the online tasting. More than 60 people attended the event.

Finally, a wrap-up session was held to close the conference, where we shared information with all members and held our SIG award ceremony.



# Report on EURAM Early Career Consortium



**Pierre Dussauge,**  
Vice President EECC



The 12<sup>th</sup> EURAM Early Career Colloquium was held online this year because of the ongoing Covid 19 pandemic. It was organized by the Marketing and Business Administration Department of the Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iasi in Rumania, March 15 to 17, 2021.

Despite the fact we could not get together in person this year, Professors Anca Clipa and Adriana Prodan of the hosting university, did a wonderful job putting together the event.

The Colloquium brought together 10 participants as well as a dozen mentors and keynote speakers. Each junior faculty participant got to present her/his paper during a roundtable and received detailed feedback from the other participants at the roundtable as well as from several mentors. In addition, each early career participant received personalized career coaching in one-to-one sessions with one of the mentors.

Several plenary sessions allowed for presentations and discussions on topics very relevant to early career management scholars:

- Thomas Durand and Pierre Dussauge debated - once again !!!! – about the the “rules of the game” for building a successful academic career;
- Professor Peter McKiernan, former EURAM Chair, shared his views on “how to conduct responsible research in business and management”;
- Professors Xavier Castaner, Shlomo Tarba and Alessandro Zattoni shared their views on how to write a top-quality and constructive review of a research paper.

In addition to the purely academic programme, several online social events were organized as part of this year’s Colloquium. On the first evening, Professor Stefan Guldenberg organized an online networking event that brought together this year’s colloquium participants as well as EECC alumni from former sessions – one of the

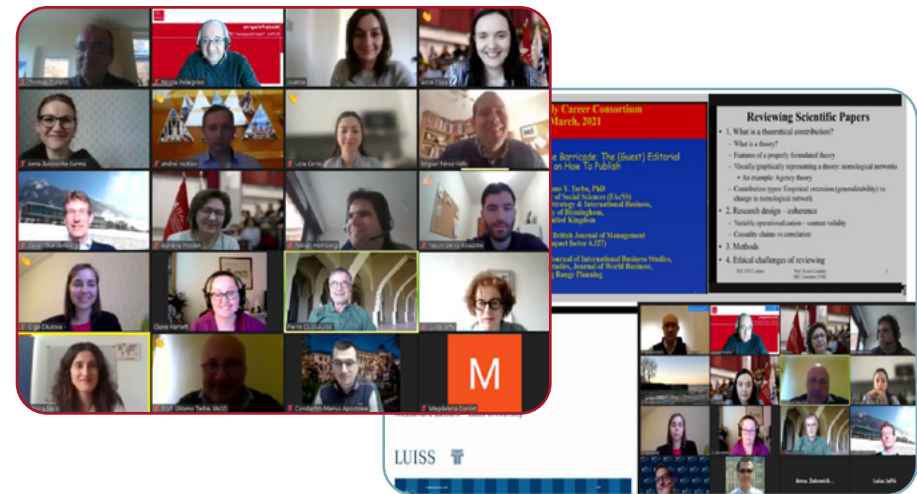
benefits of running the event online! We also all took a fun quiz about past EECC events that Anca Clipa, one of our hosts, had put together and we were shown amusing pictures from past EECC editions, not to mention several other more informal networking sessions.

Overall, the 12th EURAM Early Career Colloquium was a great experience for all involved. I am also confident the junior faculty who participated found it was a valuable event that has helped them think differently about the development of their academic career.

I would like to take this opportunity to once again thank Professors Anca Clipa and Adriana Prodan who had agreed to organize the 12th edition of the EURAM Early Career Colloquium at their home University in Iasi, and who soon found out that they would need to move it online! Despite this, they managed it very skillfully and ultimately made it a great success on all dimensions.

## 12<sup>th</sup> EURAM Early Career Colloquium (2021)

*“Successfully managing the unavoidable trade-offs between research, teaching and service”*





# Report on Conferences



**Eythor Ivar Jonsson,**  
Vice President  
Conferences



In 2021 EURAM ran the second online conference because of the Covid-19 pandemic. The official host of the conference was University du Québec á Montréal, Canada. This time the conference was to be outside Europe, in Canada. Although members of EURAM had to somewhat imagine the great facilities in Montreal, Canada, the conference was a great success as an online academic conference.

The theme of the EURAM 2021 conference was "*Reshaping capitalism for a sustainable world*". The conference was held online from 16<sup>th</sup> to 18<sup>th</sup> of June 2021. The structure of the conference was for most parts consistent with the framework for an onsite conference although there were some innovations which had been developed for the 2020 online conference. Some innovations were added to the online format to improve the online experience, for example Morning Coffee Meetings with the Executive Committee, the Board and the SIG chairs. Some 1209 delegates from sixty countries attended the conference. It was a smaller number of participants than previous years but very satisfactory given that the conference was online. The online platform was different from previous year as it was directly related to the paper submission system. The online process was therefore improved from the previous conference and the overall experience of the online platform received positive comments from delegates.

The Taskforce created for the making EURAM conferences online in 2020 was still the driver of the conference development in 2021. The task force was composed of the local organisation committee, SIG chairs, specialists, the headquarter team and EURAM Vice presidents and was chaired by the VP of Conferences. The online 2021 task force was responsible for creating an online format for the conference, which included evaluating online platforms which would work for the complex format of a EURAM conference. The task force met on a biweekly basis throughout most of the year to facilitate decision making and project organisation. It was important that the local organisational committee from UQAM - ESG volunteered to help organize the conference although it was online instead of in Montreal.

It was an important learning experience for the EURAM Community to organize an online conference in 2021 as it was in 2020. A lot of effort was put into developing the online conference which is somewhat different from an onsite conference. It turned out that when delegates were surveyed the overall rating of the conference was similar to an onsite conference. In retrospect, it was an important learning journey for EURAM to have to develop onsite conferences where new capabilities have been created and the organisation is therefore better equipped for future challenges. There will be challenges for EURAM in the future but hopefully EURAM can translate them into opportunities for our wide community. EURAM 2021 conference was a success and an opportunity to make future conferences even more engaging and important.





# Report on the Doctoral Colloquium



**Mine Karatas-Ozkan,**  
Vice President Talent  
Development & Lead  
Chair of the EURAM  
Doctoral Colloquium 2021



The 2021 EURAM Doctoral Colloquium (DC) was a huge success with 54 doctoral participants joining us from across 25 countries (Argentina, Australia, Austria, Belgium, Brazil, Finland, France, Germany, Iceland, India, Italy, Ireland, Japan, Liechtenstein, Lithuania, Malta, Netherlands, Poland, Russian Federation, Spain, Sweden, Switzerland, Turkey, United Kingdom, United States of America), representing 11 of our SIGs.

We had 28 mentors as distinguished scholars in their subject domains from within our EURAM Community and beyond, joining us from 16 countries (Portugal, United Kingdom, Turkey, France, Sweden, Norway, Italy, Spain, United States of America, Denmark, Peru, Germany, Ireland, Poland, Finland, Lebanon).

We had a two-day online event (14-15 June 2021) preceding the main conference. It started with a keynote panel on relevant research with rigour, addressed by Ozan Alakavuklar (Utrecht University, Netherlands), Stella Nkomo (University of Pretoria, South Africa), Patrizia Zanoni (Hasselt University, Belgium), followed by a Meet the Editors session represented by Michael Morley (European Management Review), Miruna Radu-Lefebvre (Entrepreneurship and Regional Development), Martyna Silwa (Management Learning) and Dimo Dimov (Journal of Business Venturing Insights). We had such a great number of Research Methodology workshops on the first day, with diversity of topics across the methodology spectrum, namely Responsible Research (by Sibel Yamak and Peter McKiernan), Qualitative Research (by Hamid Kazeroony), Quantitative Research (Fabian Homberg), Collaborative Research Methods (Jenny Helin), Action Research (Rick Colbourne), Systematic Literature Review (Mina Beigi). Mentoring sessions were highly popular, as always, for which we have received excellent feedback from our participant students.

Other highlights of the DC 2021 include the reflection session prior to which we had asked our doctoral students about the key challenges, issues and opportunities through a survey. At the DC, we had an interactive reflective session led by Vadim Grinevich elaborating on these survey responses. Other highlights included a mindfulness/coaching game, Points of You, facilitated by a professional career coach (by Yeliz Andıç Çetinkaya), as well as a musical experience (Thanks to John Bessant) and award ceremony to close our DC. Overall, the feedback from our students was overwhelming, highlighting that the EURAM DC has exceeded all expectations. In our students' words: *"...such a great program"; "the mentoring sessions were very useful, allowing me to share and receive valuable feedbacks on my research, both from engaging professors and PhD colleagues who were highly supportive"; "meeting and interacting with international peers was a great opportunity to build a strong network and broaden perspectives"; "the Doctoral Colloquium was a really cozy way of joining EURAM the first time - which otherwise might feel quite overwhelming"; "So well organized, everything worked perfectly and everyone was super friendly and supportive! I loved how you somehow managed to create this great spirit of community although participants were many kilometers apart. Thank you so so much!"*.

Moving forward, we have had our lessons to learn as well. Again, in our students' words: *"a personal reflection: I felt that there was a big 'gap' between the aspiration to make a difference in the world presented in the high-level sessions and the 'pick your ontology, focus on something small and think like a theorist' mindset of the methodological workshop and mentoring session. I clearly believe that if Management Science wants to make a difference for managers it needs to be more integrative - in language and methodology"; "I particularly enjoyed the mentoring sessions; however, I expected a better fit between the participants both in terms of research topics and methods used. A closer fit would enable me to give and receive even more valuable input"*.

To many more EURAM DCs where we will integrate theory, practice, cross-cultural ways of working and having fun as well as we will meet aspirations and needs of our doctoral students. They are the future!



## EURAM DOCTORAL COLLOQUIUM AWARDS 2021



### 1<sup>st</sup> prize:

📍 Thomas Draschbacher,  
Graz University of Technology, Austria

📖 **Title:** Strategies to address bottlenecks in nascent green innovation ecosystems  
SIG 13: Strategic Management



### 2<sup>nd</sup> prize:

📍 Louise Lecomte,  
Paris Dauphine University, France

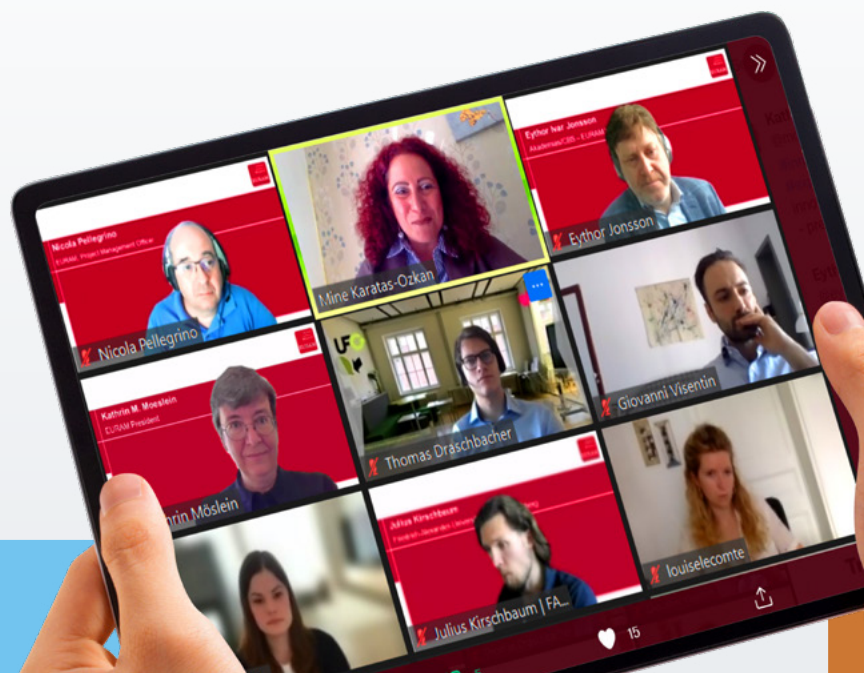
📖 **Title:** The mechanisms of a symbiotic feminism  
SIG 01: Business for Society



### 3<sup>rd</sup> prize:

📍 Neveen Saied,  
Vierick Business School, Belgium

📖 **Title:** The client's role in influencing the independent workers' thriving  
SIG 09: Organisational Behaviour



# Report on Research & European Management Review



**Hervé Dumez,**  
Vice President Research



Ahead of the online conference, Scientific Council Members were busy with the selection of the best papers, reviewer, best book, the Penrose Award and EURAM Research Grants. Most recipients of the awards were able to be present during the Award Ceremony held during the online conference.

It is now a tradition to welcome the recipient of the EURAM Penrose one year later to share their findings and tell us about their intellectual

trajectory. During the conference, Professor Stewart Clegg, University of Technology Sydney, addressed the EURAM participants about *The Jester - Speaking Truth to Power: the Academic as Jester stimulating Management Learning*. His keynote address can be seen on EURAM's YouTube Channel here. Next year, we look forward to hearing Amy Whitekar, University of New York, who has been working on proposing new systems of fractional equity in art. These systems generalize to new structures of pay for creative labor and to speculative policy design around reparations and economic redistribution.

Once more, thank you to all Scientific Council members for their work and many congratulations to our colleagues who won awards or grants during the conference:

## BEST CONFERENCE PAPER 2021

### 📖 **The Choice of a Leader: CEO Sociopolitical Activism as a Signal of Authentic Leadership**

Moritz Appels, University of Mannheim  
SIG Organisational Behaviour

## MOST INSPIRATIONAL PAPERS 2021

### 📖 **The micro-foundations of ambidexterity for corporate social performance: A study on sustainability managers' response to conflicting goals**

Maria Carmela Annosi, Wageningen University, Elisa Mattarelli, San Jose State University, Domenico Dentoni, Montpellier Business School & Antonio Messeni Petruzzelli, Politecnico of Bari  
SIG Business for Society

### 📖 **Spoiled Kids? Or Not? Age and Generation Effects on Luxury Expenditure**

Manfei Li, Department of Economics, LMU Munich  
SIG Research Methods & Research Practice

### 📖 **It's not what you know, it's where you are: understanding the relationship between hierarchy and experience on performance**

John Eklund, University of Southern California & Ankur Chavda, HEC Paris  
SIG Strategic Management

## BEST CONFERENCE 2021 REVIEWERS

### 👤 **Alexandre Azoulay,**

GREDEG, France, SIG Strategic Management

### 👤 **Nuno Oliveira,**

Tilburg University, SIG Strategic Management

### 👤 **Francesca Sanguinetti,**

University of Pavia, SIG Entrepreneurship

### 👤 **Christine Unterhitzenberger,**

University of Leeds, SIG Project Organising

## BEST BOOK 2021

### 📖 **Cross-cultural management revisited. A qualitative approach, Oxford University Press (2020),**

Philippe d'Iribarne, Sylvie Chevrier, Alain Henry, Jean-Pierre Segal & Geneviève Tréguer-Felten

## EURAM RESEARCH GRANTS AWARDEES

### 📖 **Human-led vs. hybrid human-led/chatbot-supported coaching for organizations: A quasi-experimental field study on distance coaching as an emerging HRD practice**

Silja Kotte HMKW University of Applied Sciences for Media, Communication and Management, Germany and Gil Bozer, Sapir Academic College, Israel

### 📖 **How to Enhance the Experience of Neurodivergent Employees: The Ability-Motivation-Opportunity Perspective**

Joanna Szulc and Frances-Louise McGregor, University of Huddersfield, United Kingdom



📖 **Reconceptualizing competitive dynamics as language game**

Khoa Nguyen, Jyväskylä University School of Business and Economics, Finland

📖 **Plurality in Auditing: A Cross-Cultural Study on Auditor Whistleblowing in Europe**

Sebastian Oelrich and Anne Chwolka, Otto-von-Guericke University Magdeburg, Germany

📖 **The theorization and organization of festivals as innovative spaces for sustainability transition**

Leonore van den Ende, VU University Amsterdam, Netherlands

## RUNNER UP

📖 **Comparison of e-mentoring with traditional mentoring used at universities on the example of selected European universities,**

Malgorzata Baran, Collegium Civitas, Poland



**Michael Morley**, Editor-in-Chief, of the **European Management Review**, shares good news about the evolution of EURAM's flagship journal below.

The year 2021 was a positive one for European Management Review on several fronts.

Firstly, original submissions increased significantly. In 2021 the journal received 421 new original submissions, up from 372 in 2020, in addition to handling a significant number of manuscripts that had earlier been given a

revise and resubmit decision and were subsequently re-submitted for further review and consideration.

This upward trend in submissions required a significant engagement with our reviewer community who are central to our success. While reviewer recruitment was, and remains challenging, we are pleased to report that a total of 653 reviews were completed and submitted by our dedicated reviewers in 2021, up from 390 in 2020. Reviewers from the US, UK, France, Italy, Spain, Germany, Turkey, Australia and Ireland were among the most active in 2021.

The readership of European Management Review also continues to expand. The year 2021 saw downloads rise to a total of 152,970, up from 107,890 in 2020. The rise in downloads is particularly strong in the UK, the US, the Netherlands, Australia, Germany and India. The citation trend is also on an upward trajectory. The year 2021 saw a rise of approximately 30 percent compared to 2020.

Finally, by way of content, European Management Review published 4 issues in 2021, comprising 48 items in total, of which 20 were hybrid open access. This compares with a total of 58 in 2020, of which 16 were hybrid open access. Of the 48 items published in Volume 18 in 2021, three were Editorials, 4 were in our Methodology Matters Section and 37 were regular articles. In addition, we published one Guest Edited Special Section on Managing People and Organisations in the Creative Industries comprising an Introduction prepared by the Guest Editors, along with three articles addressing key themes covered by the call for papers.

## EUROPEAN MANAGEMENT REVIEW BEST PAPER 2020

📖 **New Entrant or Incumbent Advantage in Light of Regulatory Change: A Multiple Case Study of the Swedish Life Insurance Industry Volume 17, Issue 1**

Martin Sköld & Ake Freij, Stockholm School of Economics and Johan Frishammar, Lulea University of Technology

## EUROPEAN MANAGEMENT REVIEW BEST REVIEWER 2020

👤 **Vikrant Shirodkar,**

University of Sussex Business School, UK





# Report on Funding Initiatives



**Panos Desyllas,**  
Vice President Funding

The VP Research Funding is a newly established position within EURAM's executive committee and reflects the Academy's commitment to put a spotlight on the funding of management research.

One of the primary triggers of this initiative is the observation that management research is not always receiving the level of public funding that it deserves. Compared to other social sciences, management research is often

subject to the misconception that it can rely exclusively on funding from the industry. In practice, however, such funding is usually limited and can rarely fully support research on complex business issues involving different stakeholders. Through a series of initiatives, we aim to raise awareness and, hopefully, improve opportunities to conduct collaborative, funded research.

## FUNDING OPPORTUNITIES: HORIZON EUROPE

### EUROPEAN RESEARCH COUNCIL (ERC)

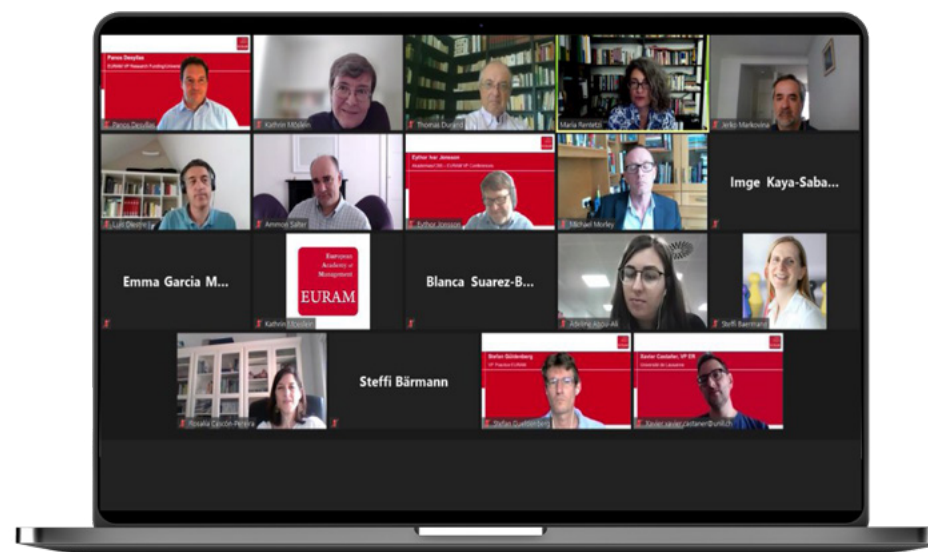
During the last EURAM Annual Conference, we organised a PDW which focused on *"Research Funding by the ERC"*. As part of the workshop, we invited ERC grant holders (Luis Diestre, Professor at IE University; Maria Rentetzi, Professor at Friedrich-Alexander-Universität), coordinators from ERC's office (Jerko Markovina, ERC coordinator of SH1 panel), former members of ERC's peer review panel (Ammon Salter, Professor at the University of Bath) and EURAM's current and past presidents (Kathrin Möslin, Professor at Friedrich-Alexander-Universität; Thomas Durand, Professor at Cnam). The speakers discussed:

- The different types of grants, namely, starting, consolidator and advanced grants.
- How to design the proposed research to demonstrate rigour, feasibility, and significance.
- How to communicate the scholarly significance and societal impact to management and non-management evaluators.
- How to navigate the different stages of the evaluation process.

According to ERC's coordinator, ERC panel members are looking for proposals that address such questions as:

1. Does the project go substantially beyond the state of the art?
2. Why is the proposed project important?
3. Is it timely? (Why wasn't it done in the past? Is it feasible now?)
4. What's the risk? Is it justified by a substantial potential gain? Is there a plan for managing the risk?
5. Why is the PI the best/only person to carry it out?
6. Is the PI internationally competitive as a researcher at his/her career stage and in his/her discipline?
7. Is there evidence that the PI is able to work independently, and to manage a 5-year project with a substantial budget?

For more information and to access the recording of the session, please go [here](#).



# Report on External Relations



**Niels Noorderhaven,**  
EURAM Chairperson



External relations cover activities in which EURAM connects with other scholarly management associations.

Vice President for External Relations Xavier Castañer was in charge of this important aspect of EURAM's activities and policies for the first half of the year. In June he decided to step down from this position, and from then on external relations became a more collective responsibility within EURAM, especially of the President and the Chair of the Board. The Executive Committee and the Board of EURAM

are grateful for Xavier's hard work in recent years and intend to maintain and extend the many fruitful relations and activities developed with our great loyal partners in academies worldwide.

The most important events in the field of external relations in 2021 were the two Presidential Activities at the EURAM annual conference. These activities provide fora for discussion of topics of special interest to the leadership of scholarly associations in the field of management, in a broad sense. The 2021 presidential activities focused on the question how to deal with the impact of the COVID pandemic. It is self-evident that the pandemic, and in particular the restrictions on face-to-face meetings and on travel that were caused by it, constitute a serious challenge to associations that rely on annual conferences for an important part of their contact with members as well as for their income.

The first presidential activity brought together high-level representatives from national management associations in Europe, as well as Europe-wide academic communities. Representatives of twelve associations discussed how their communities coped with the pandemic, based on answers to a survey that had been conducted in advance. Issues discussed were the annual conferences and other (more specialized) conferences organized by the associations, moving activities online, use of social media, and the effects on income of the associations. The second presidential activity focused on the same topics, but with representatives from ten national and regional academies outside of Europe, as well as world-wide associations.

The general conclusions of the discussions in both fora were that the pandemic had posed a serious challenge, but that the responses had been adaptive, and the academies had displayed considerable resilience. Moreover, the forced move to online meetings was also believed to offer new opportunities for the future, although the traditional business model of the associations might need considerable rethinking.



# Report on Science Diplomacy



**Maria Rentetzi,**  
Vice President Science  
Diplomacy



Although for scientists, international collaborations have long been a constitutive and natural part of their work, even in periods of intense political upheavals, to diplomats and policy makers the institutional link between science and diplomacy has been fairly recent.

During the last ten years science diplomacy has indeed evolved to become a catchy term of increasing importance that has caught the

attention of both scientists and politicians at the highest level. What has been considered the seminal moment in the recent history of science diplomacy is the meeting on 'New frontiers in science diplomacy' organized jointly by the Royal Society of Science and the American Association for the Advancement of Science (AAAS) in June 2009. The list of attendees, a group of 200 delegates including government ministers, scientists, diplomats, policymakers, business leaders, and journalists from twenty countries, is a concrete example of the instrumental role science and scientific cooperation has been called upon to play in international affairs. In an attempt to define the term, attendees agreed that science, technology and innovation could play an important role in three dimensions of policy:

- A. informing foreign policy objectives with scientific advice (science in diplomacy);
- B. facilitating international scientific cooperation (diplomacy for science) and
- C. functioning as an alternative and, even, a last resort diplomatic tool, when economic and political diplomacy do not work (science for diplomacy).

Today science and especially innovation diplomacy have evolved to highly sophisticated concepts used not only to analyze current diplomatic practices but also to offer solutions and address global challenges. For example, scholars question the ways scientific data have been produced and circulated on a global level; knowledge flows across national borders; international stakeholders promote certain technological solutions and reject others. Others critically analyze the kind of innovation and technical excellence that international organizations encourage that at the end disempowers global civil society.

With its ambitious focus to advance the discipline of management in Europe, EURAM has a key role to play in science and innovation diplomacy debates today. Brining, for example, a fresh perspective on what international management is and how to achieve diversity and social equality in corporate governance on a global level, EURAM scholars have the potential to diversify the discussion on science and innovation diplomacy beyond the natural sciences and engineering. In 2021 we have introduced for the first-time science diplomacy to the EURAM board hoping to draw attention to the power of this concept for the members of the Academy.





# Report on Practice



**Stefan Güldenbergs**,  
Vice President Practice



2021 has shown us again how important good and trust-building communication between science, politics and practice is. Good science communication is decisive in how well a country and its people can prepare for and master crisis situations. In this light the Corona pandemic can be seen as a test case for dealing with the great challenges facing humanity ahead, such as managing migration or climate change.

We as EURAM see ourselves committed to develop and provide state-of-the-art management knowledge towards key decision makers. We do this via three main channels:

## EURAM'S ANNUAL CONFERENCE

Since 2020, it is possible to purchase a special practitioner ticket for our annual conference or key parts of it or to take over a sponsorship role. Built on this, we are offering a practitioner's experience/path at our annual conference as well as various attractive opportunities for practitioners to engage in a valuable exchange with academia, such as the initiation of corporate research problem workshops, meet the academics, an academic buddy program, practitioner in residence for each SIG and much more. Within the next years, this should develop into a separate EURAM membership category for practitioners and a strong and scientifically engaged practitioners' community within EURAM.

## EURAM LABS

On the day before the official opening of each EURAM Annual Conference, EURAM Labs offer the possibility for practitioners to interact with researchers in a workshop like setting on current grand topics and challenges. At the 2021 Online Annual Conference we have run altogether eight EURAM Labs on topics like *"The impact of the Covid-19 pandemic on retailers and the changes in consumer behaviour"*, *"Vocational Training and Youth Employability after the Covid 19 crisis"* or *"ESG investing-the New Normal"*.

## EURAM SPARKS

In addition, EURAM has continued its efforts to establish the EURAM Sparks initiative: [EURAM Sparks](#). EURAM Sparks is an open-access platform driven by the idea to widely spread the latest research findings from the EURAM community towards practitioners. Sparks are based on cutting-edge research of EURAM members published in academic journals, academic books or at academic conferences. Sparks are presented in their very essence, understandable and impactful for practitioners who are provided with practical solutions and recommendations at their fingertips. A high-level Editorial Board ensures that each Spark contribution will be evaluated and only those having the potential to represent up-to-date scientific management knowledge and practical relevance will be published as EURAM Sparks. In addition, all Sparks will be professionally edited in order to communicate management research in a most appealing way without losing its scientific accuracy.



# Report on Governance & Finance



**Dorota Dobija,**  
Vice President  
Governance & Finance

## GOVERNANCE

2021 was the first year of EURAM activities under the new governance structure. The election process for SIG representatives and Country Representatives to the Board as well as the EURAM Chairperson took place early spring and the new Board held its first meeting right after the EURAM Annual Conference in June 2021. As of the end of 2021 we are pleased to report that the transition has been smooth, and the new Statutes are fully implemented.

## FINANCE

In 2020, 38% of the Academy's revenues come from membership fees, 50% were revenues from its annual conference and 12% were from other sources of revenues such as the profit share from the European Management Review. However, the revenues were lower than expected mainly due to the decrease in number of participants in our annual conference in these turbulent and uncertain times of the Covid-19 pandemic.

Successful conferences in the past years as well as sound financial management allowed the association to accumulate funds to secure the future of the academy financially in case of crisis and help the development of additional services for its members such as grants, awards among others as well as creating the budgets for each Strategic Interest Group. These accumulated funds were also used to cover the deficit as of 2020.

Still, a sizeable amount of cash of 889 489,47 Euro assures the continuity of the association's activities at this end of 2021. Some effort to invest some of the resources with low risk has been undertaken. This is expected to protect our resources from the inflation and negative interest. We all hope that with the end of the pandemic and opening of the global economy in the new normal EURAM's activities will continue to grow and that we will be able to maintain funds for further development of our Association.

We keep our accounts to be audited by an independent auditor. Also, this time, auditor has expressed a positive opinion on the association's financial statements for 2021. The full report is available upon request.

## PROFIT & LOSS STATEMENT IN €

INCOME	2021	2020
Membership fees	95 953,55	124 050,23
Conference Surplus	-104 029,28	-122 796,57
HQ services for the conference	230 000,00	230 000,00
EURAM Early Career Colloquium	500,00	6 080,00
EMR Editorial Fee	13 254,60	15 531,42
EMR Profit Share	13 900,00	13 954,00
Tax adjustment on royalties EMR		
EMR Best Paper Award	1 656,82	1 769,95
Penrose Award	5 000,00	5 000,00
Other		1 445,00
Interest	-3 646,75	-677,02
	<b>252 588,94</b>	<b>274 357,01</b>



EXPENDITURES	2021	2020
Grants	24 694,62	25 000,00
EURAM Awards including Penrose Award	10 015,00	10 001,00
Doctoral Colloquium Awards	1 800,00	1 800,00
Strategic Interest Groups	2 992,19	2 600,90
Early Career Consortium		4 665,91
EiC Editorial Fee	13 247,78	14 948,15
EMR Best Paper Award	1 656,82	1 697,01
Taxes on Royalties	1 050,00	1 046,73
External Relations		
IT Investments	14 495,91	12 463,40
IT licences	16 943,86	17 949,60
Travel VP Conferences		
Travel VP External Relations		
HR Costs	208 340,09	204 863,82
Additional Staff	5 010,11	9 865,35
Administrative costs (accountant, auditor, lawyer, varia)	9 422,50	12 890,65
Committee Meetings		637,91
Travel HQ Staff		
NFP Taxes	567,32	840,21
Translation on currency costs -		284,57
Bank& BCC costs	1 942,99	792,07
<b>Total Expenditures</b>	<b>312 179,19</b>	<b>322 347,28</b>
<b>Result of the year</b>	<b>-59 890,25</b>	<b>-47 690,27</b>
	<b>252 288,94</b>	<b>274 657,01</b>

## BALANCE SHEET IN €

ASSETS	2021	2020
IT Investments	52 926	50 253,79
Depreciation IT	-35 583,30	-21 087,39
Net asset investments	17 342,41	29 166,40
Cash on banks	889 489,47	678 290,14
Charges to be deferred	693,85	1 921,09
Sundry Debtors	49,59	79 655,71
Receivables (Journal + Conference 2020)	13 900	159 110,85
VAT	5 382,05	29 177,97
	<b>926 857,37</b>	<b>977 322,16</b>
<b>CAPITAL</b>	<b>2021</b>	<b>2020</b>
Prepaid Membership Fees	85 752,09	80 760,16
Costs to be charged	13 301,01	3 450,70
Sundry creditors	3 257,01	11 903,55
Belgian HR	15 969,12	12 788,95
Surplus Previous Years	868 418,80	916 109,07
<b>Result of the Year</b>	<b>-59 890,25</b>	<b>-47 690,27</b>
	<b>926 807,78</b>	<b>977 322,16</b>

# EURAM Constituencies

## BOARD



Niels Noorderhaven (Chairperson)  
Tilburg University



Dieter Bögenhold  
University of Klagenfurt



Dorota Dobija  
Kozminski University



Anabel Fernandez-Mesa  
University of Valencia



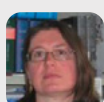
Hamid Kazeroony  
NWU/Walden University



Peter McKiernan  
Strathclyde University



Kathrin M. Moeslein  
FAU Erlangen-Nürnberg & HHL Leipzig  
Graduate School of Management



Lucrezia Songini  
Eastern Piedmont Uni. & SDA Bocconi  
School of Management



Luisa Isabella Jaffé,  
EURAM

## EXECUTIVE COMMITTEE



Kathrin Moeslein  
FAU Erlangen-Nürnberg & HHL Leipzig  
Graduate School of Management



Dorota Dobija  
Kozminski University



Hervé Dumez  
École Polytechnique



Pierre Dussauge  
HEC Paris



Stefan Gueldenberg  
University of Liechtenstein



Rémi Jardat  
Université d'Evry Val d'Essonne



Eythor Ivar Jonsson  
Akademias and Copenhagen Business  
School



Panos Desyllas  
University of Southampton



Maria Rentetzi  
University of Southampton



Mine Karatas-Ozkan  
University of Southampton



Reto Steiner  
ZHAW



Michael Morley  
University of Limerick



Anna Grandori  
Bocconi University



Luisa Isabella Jaffé,  
EURAM

## HQ TEAM



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Coopman Nicole  
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## COUNTRY REPRESENTATIVES



Farveh Farivaar,  
University of Tasmania  
*Australia*



Dieter Bogenhold,  
University of Klagenfurt  
*Austria*



Ayna Yusubova,  
HEC Management School, Liège  
*Belgium*



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EURAM has multiple membership options, depending on the career stage of the individual, membership duration and connection with a partner association.

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\* Except PhD students.

\*\* Doctoral candidates need to upload a scanned document such as a letter of acceptance in a PhD programme or a student ID card.

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- Awards
- Grants



