ERCIS

European Research Center for Information Systems

ANNUAL REPORT 2025

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www.ercis.org

THE ERCIS NETWORK

ERCIS, the European Research Center for Information Systems, stands as an international nexus of scientists dedicated to collaborative research in the dynamic field of Information Systems. Established in 2004 at the University of Münster, Germany, ERCIS secures funding from the German State of North Rhine-Westphalia, the University of Münster, and Industry stakeholders. This vibrant network champions innovative thinking and a multidisciplinary approach to grapple with the challenges emerging from the ever-evolving societal and organizational landscape influenced by Information Technology.

Committed to tackling these challenges through a symbiotic relationship between research and practice, ERCIS is renowned for its exceptional communication and the seamless initiation of research collaborations and projects. Its key strength lies in the personal connections between researchers, rendering it a dynamic and lively network.

ERCIS spans an extensive array of disciplines and perspectives related to Information Systems research. Oversight is vested in the Board of Directors in Münster, helmed by two academic directors, Prof. Dr. Dr. h.c. Jörg Becker and Prof. Dr. Jan vom Brocke, complemented by four additional professors active in the Information Systems research field. The network boasts internationally renowned researchers from over 25 Associated Research Institutions, Personal Members, and Advisory Board Members representing diverse industry entities. All ERCIS research partners are esteemed experts in various Information Systems-related disciplines.

ERCIS engages in comprehensive research, encompassing both fundamental and application-oriented endeavors. In addition to individual research pursuits, the network consolidates and supports specific research aspects of Information Systems in Competence Centers, amplifying research in targeted areas. The inclusion of Advisory Board Members from diverse industry sectors ensures the practical relevance of ERCIS research. Regular meetings between the Board of Directors and Advisory Board Members, coupled with annual workshops of ERCIS' Associated Research Institutions, foster a continuous, direct, and productive exchange of knowledge.

Students and young researchers reap the benefits of engaging with ERCIS, as many research partners extend exchange programs lasting one or two semesters, providing invaluable international exposure. Joint lectures and guest talks organized by ERCIS members contribute significantly to the internationalization of teaching.

If you are eager to connect with this vibrant network, please feel free to reach out to us.

For further information, please visit ***www.ercis.org***.

PREFACE

Dear ERCIS partners and friends,

We are grateful for another amazing year of joint research across boundaries. 2025 completes the 21st year of ERCIS, and it was a year full of energy and inspiration. We have started the ERCIS Flow Factory sponsored by the Savings Bank Finance Group, which allowed us to recruit wonderful young researchers to study AI Transformation in the financial Service Sector. We are particularly thankful for the trust our partners place in us undertaking this multi-million investment.

Founding the Flow Factory, ERCIS has further grown by twenty post-doctoral researchers and PhD students from various backgrounds and locations around the world. We have also been able to appoint amazing international PIs, including e.g., Ina Sebastian from MIT Massachusetts Institute of Technology, Ioanna Constantiou from CBS Copenhagen Business School, and Michael Rosemann from QUT Queensland University of Technology.

We also had the pleasure to celebrate amazing events at the ERCIS Flow Factory, such as the Fireside Chat with Ina Sebastian from MIT at the headquarters of LBS Ost and we also did some groundwork creating and. We would like to specifically thank the amazing team of Co-Executive Directors, Marleen Voss and Thomas Hasskamp, who brought all the energy and dedication to the team building up the Flow Factory and getting (and keeping) us all in Flow!

In 2025 we also further developed ERCIS's international scale and global profile. We regularly met with our international Steering Committee, that we established in 2024, covering regional representatives, and we are very grateful for the tremendous support of our colleagues Leona Chandra Kruse from the University of Agder, Isabelle Ramos from the University of Minho, Dariusz Krol from Wrocław University of Science and Technology, Michael Rosemann from Queensland University of Technology closely collaborating with the ERCIS Headquarters. We are also greatly honored that Jan vom Brocke has been elected as the next president of the Association for Information Systems (AIS), which covers all regions worldwide, including the Americas, Europe, the Middle East, and Africa, as well as the Asia-Pacific region.

The excellence of ERCIS is demonstrated in many impactful publications in Top Journals of our field, as well as in the leadership of ERCIS members in co-organizing important Information Systems conference, such as the BPM Conference (2025) in Seville, the International Conference on Information Systems (ICIS 2026) in Lisbon, and the European Conference for Information Systems (ECIS 2026) in Milan. The Stanford Elsevier ranking lists 20 ERCIS researchers in the list of the world's top 2% most-cited researchers in 2025. For us, it is truly amazing to see the great impact our joint work unfolds and we are more than grateful for the many wonderful contributions.

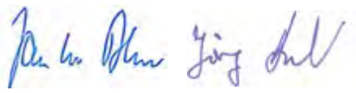
A highlight for ERCIS was also the WIRTSCHAFTSINFORMATIK conference (WI 2025) in Münster, which celebrated its 20th anniversary back in Münster, where it was organized for the first time in 1993. On the ERCIS reception at WI 2025 we cognized three individuals for their lifetime contribution to ERCIS, Rober Winter from the University of St.Gallen and Reima Suomi from the University of Turku, who received the ERCIS Honorary Member Lifetime Award, as well as our very own Jörg Becker, who was named the ERCIS Honorary Lifetime Academic Director.

At the 2025 annual meeting in St. Gallen, ERCIS members from 17 countries came together to explore innovative formats for conducting impactful research that addresses the contemporary challenges faced by businesses and society. We greatly enjoyed the inspiring atmosphere in beautiful St. Gallen and the impressive SQUARE, a truly remarkable space for experimenting with new ways of learning and teaching. We are deeply grateful to Robert Winter and his team for their outstanding hospitality.

Together with partners from academia, industry and society, we are actively addressing highly topical issues, which we are working on in our thematic clusters: Process Science, Data Science, and Knowledge and Learning, as well as Applications. Many exciting projects have been carried out in the clusters and original research has been published.

We extend our heartfelt gratitude to all members for their unwavering commitment and high motivation in building ERCIS together. We value not only their professional expertise and excellence but also their collegiality, friendship, and shared enthusiasm for our work. We would especially like to thank our coordination team, Armin Stein and Katrin Bergener – our highly valued Managing Directors – as well as many assistants, who make the ERCIS possible after all.

We invite you to enjoy this report, which may serve as inspiration for numerous joint activities in the years to come.



Jan and Jörg

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University of St.Gallen
Institute of Information Systems and Digital Business

SAVE THE DATE
The 2026 Annual Workshop will take place in Madrid, Spain, 21.–23. September!

16TH ERCIS ANNUAL WORKSHOP 2025 IN ST. GALLEN

In July 2025, the Institute of Information Management (IWI-HSG) at the University of St. Gallen, Switzerland, welcomed ERCIS partners from around the globe to this year's Annual Workshop. Over three days, colleagues engaged in stimulating discussions, interactive sessions, and networking opportunities, making the workshop a truly collaborative and inspiring event.

The workshop program began with a pre-event on Process Science, organized by the ERCIS Process Science Cluster. The session sparked numerous ideas for future research and teaching collaborations across institutions, underscoring the strong momentum in this area.

Across the two main workshop days, participants from 17 different countries addressed a wide variety of cutting-edge topics that are currently shaping the future of Information Systems. Presentations and discussions included, among others: Generative AI in organizations, technical debt, affective BPM, prompt engineering or patient trajectory modeling in healthcare. One of the highlights was the interactive IS Impact Workshop on Tuesday, which encouraged participants to reflect on how the academic community can better define and measure the real-world impact of its research.

The workshop was enriched by the active participation of our colleagues from Australia, New Zealand, and South Korea, who travelled long distances to join and contribute to the discussions. We were also delighted to welcome two new members to the ERCIS network: the University of Auckland (New Zealand) and the Université de Namur (Belgium). It was great that they took the time to travel to the Annual Workshop and present their institutions.

Beyond the formal sessions, the local hosts around Robert Winter ensured an outstanding experience in St. Gallen, from a memorable conference dinner to a guided tour of the campus and the city. Thank you so much for having us in beautiful Switzerland!

We now look ahead to 2026, when the ERCIS Annual Workshop will take place in Madrid, kindly hosted by Alvaro Arenas and the team at IE Business School. Nos vemos en Madrid!

NETWORK ACTIVITIES

The ERCIS Network represents a dynamic community comprising researchers and practitioners who, in addition to their individual contributions at their respective institutions, foster a spirit of collaboration.

In this section, we present an overview of the ongoing initiatives within the network, highlighting key accomplishments from the past year.

(DIGITAL) LIBRARIANSHIP & INFORMATION MANAGEMENT

The concept of the library has been critical to the historical development of universities and societies beyond. Formally, librarianship can be understood as the scholarly field concerned with the organisation, curation, preservation, and equitable provision of knowledge. Today, society is characterised by a plethora of data, huge contest over the meaning of information, and dispute among knowledge traditions. Hence, the revisiting and rejuvenation of our understanding of librarianship is now vital to the development of digital society. Extending this tradition, University of Loughborough's CIM employs innovative mixed methods that bridge digital ethnography and big data analytics to study social media and platform data. These approaches reveal how knowledge, emotion, and community are formed and contested across digital platforms, highlighting new frontiers for librarianship and information management in the algorithmic age.

Now centred on digital systems, modern librarianship encompasses knowledge organisation (classification, indexing, metadata, and retrieval), digital curation and preservation, information behaviour and literacy, and the governance of data and knowledge infrastructures across institutions and platforms. In the AI era, it also includes the design, evaluation, and oversight of algorithmic systems—such as generative models—to ensure provenance, transparency, and trustworthy access to knowledge.

The QS subject area Librarianship & Information Management reflects the contemporary, broad and interdisciplinary study of digital information systems. The field spans information organisation, digital transformation, AI-enabled systems, and strategic data governance. At the Centre for Information Management, this scope aligns with our core strengths of agenda-setting over digital transformation, responsible AI, and information futures.

COLLABORATION BETWEEN HEIDELBERG UNIVERSITY HOSPITAL AND UNIVERSITY OF AUCKLAND

Inspired by Heidelberg University Hospital's Prof. Dr. Martin Dugas' presentation at the ERCIS annual workshop in St. Gallen, Switzerland, and the alignment with University of Auckland's Dr. Bajaj and Prof. Sundaram's research areas, there have been a few meetings where potential areas of collaboration and an action plan are being discussed.

UNIVERSITÄTS KLINIKUM HEIDELBERG

Waipapa Taumata Rau University of Auckland

UPCOMING:

8TH INTERNATIONAL SUMMER SCHOOL ON ARTIFICIAL INTELLIGENCE AND GAMES

From June 15 to 19, 2026, the 8th International Summer School on Artificial Intelligence and Games will take place in the Science building of Leiden University, hosted by LIACS. It will bring together around 150 interested young researchers and practitioners with an impressive lineup of experts from industry and academia.

https://school.gameaibook.org/

1ST INTERNATIONAL WORKSHOP ON IMPLEMENTATION AND MANAGEMENT OF INTELLIGENT PROCESS AUTOMATION SOLUTIONS (AUTOMATE)

The Information Systems and Transformation Management group of the University Duisburg-Essen organized the 1st International Workshop on Implementation and Management of Intelligent Process Automation Solutions (AUTOMATE), which was held in conjunction with the 23rd Conference on Business Process Management (BPM 2025) in Seville, together with colleagues from Eichstätt-Ingolstadt (Germany), Sapienza University of Rome (Italy), and our ECIS partner institution University of Seville (Spain). At the workshop, 8 papers were discussed and presented.

NETWORK ACTIVITIES

ERCIS @ FOGA 2025 IN LEIDEN, NETHERLANDS

From August 27 to 29, 2025, the "18th ACM/SIGEVO Conference on Foundations of Genetic Algorithms" (FOGA XVIII) took place in Leiden, the Netherlands, chaired by LIACS' Anna Kononova and Thomas Bäck. One keynote was provided by the head of quantum computing research at LIACS, Vedran Dunjko. FOGA is one of the premier conferences in the field of evolutionary computation, focusing on advancing the understanding of the fundamental working principles behind evolutionary algorithms and related randomized search heuristics. This year's conference was organized by our ERCIS partners from the Leiden Institute of Advanced Computer Science (LIACS). With a total of 26 accepted papers and approximately 50 participants, it was one of the largest editions in the series. Among the presented works were contributions from ERCIS members, including "Efficient Online Automated Algorithm Selection in the Face of Data-Drift in Optimisation Problem Instances", co-authored by Heike Trautmann (Paderborn University, University of Twente), and "Clearing the Combinatorial Fog: Tracing the Hidden Paths of TSP Heuristics", co-authored by Pascal Kerschke (TU Dresden).

AI4FOREST-MEETING

In March, the AI4Forest University of Münster's Team from the Chair for Machine Learning and Data Engineering met with other project partners for a three-day workshop in Berlin. During the event, participants presented their latest research results and engaged in stimulating discussions about upcoming projects and collaborations. The workshop brought together experts from diverse disciplines — including forest ecology, statistics, and deep learning — fostering an interdisciplinary exchange of ideas. Representatives from several renowned institutions, such as the Zuse Institute Berlin (ZIB), Technical University of Berlin, Laboratoire des Sciences du Climat et de l'Environnement (LSCE) in Paris, Centre National de la Recherche Scientifique (CNRS) in Paris, and Technical University of Munich, joined the discussions. The meeting provided a valuable opportunity to align scientific goals and strengthen cooperation across international research teams. Beyond the scientific sessions, the group enjoyed an engaging evening program that encouraged informal exchange and team building. Highlights included a guided walking tour through historic Berlin, followed by a joint dinner in a traditional restaurant, where lively conversations continued over local food and drinks. These relaxed settings allowed participants to get to know each other beyond their professional roles, share personal experiences, and build stronger connections — making the workshop not only productive but also memorable.

AI4Forest-Meeting

ERCIS FELLOW ALAN HEVNER VISITS MÜNSTER – SHARING IDEAS AND INSPIRING RESEARCH

In September, we were delighted to welcome Alan Hevner, our very first ERCIS Fellow, to Münster for a week of collaboration and exchange. During his stay, Alan engaged in discussions on ongoing and future research initiatives, met with ERCIS members, and gave inspiring talks, including a session at our ERCIS PhD Club on his renowned topic, Design Science.

His visit marks an important step in strengthening our international research collaborations and fostering innovative ideas within the ERCIS network. We look forward to further visits of ERCIS fellows in the future!

Alan Hevner in Münster

MCIS DOCTORAL CONSORTIUM

The 17th Mediterranean Conference on Information Systems took place on 2–3 October 2025 in Nantes, France. The Doctoral Consortium (DC) of the Conference was organized jointly with the doctoral networking meeting of the EU-funded project AGORA (Marie Skłodowska-Curie grant agreement No 101119937) on October 1st. The DC was co-chaired by Professors Isabelle Walsh (SKEMA, France) and Nancy Pouloudi (AUEB), while the AGORA meeting was organized by Dr Konstantina Spanaki (Audencia, France). Professors Alvaro Arenas (IE), Ilias Pappas (University of Agder) and Xenia Vassilakopoulou (University of Agder) from the ERCIS network were among the consortium mentors. The event provided some 25 students from different universities across Europe with the opportunity to network and receive guidance and feedback in a friendly setting. The Conference and the DC were co-hosted by Audencia Business School and IAE Nantes.

NETWORK ACTIVITIES

CYBERNETICS

Cybernetics is not just another theory. It is a way of organizing theories towards beneficial trajectories for organizations, societies and ultimately for the planet itself. Cybernetics has been hugely influential especially in relation to studies of technology and organizations, yet it also recursively identifies the wider consequences for ecology. Through Cybernetics, priority is given to concepts of feedback, emergence, autopoiesis, recursion, variety and regulation, so that ultimately, we understand all problems as generative, dynamic and adaptive.

Following the insights of pioneering writers such as W Ross Ashby, Norbert Wiener, Stafford Beer, and the contemporary scholar Yuk Hui, the CIM group at Loughborough University was able show how developments in technological capabilities are always accompanied by problems of regulation of those capabilities.

There is no great liberation in technology, no simple theory, no singular answer, and progress always depends upon the creation of some local, balanced arrangement. CIM has a team of doctoral researchers using Cybernetics in rail networks looking at issues including AI, organizational culture and decision-making. A new project under development will look at social housing and the processes through which it participates in community. Further, CIM is undertaking novel research of data and criminal justice, looking at the risks and consequences of digital data and its use in the foundational processes of human society.

Erasmus+

ERASMUS EXCHANGE AGREEMENT GEM / UNIVERSITY OF MÜNSTER

The Information Systems Department of the University of Münster has secured a new Erasmus Exchange Agreement with the Grenoble Ecole de Management. This allows exchange possibilities for students within the ERCIS network to explore diverse pedagogical approaches, embrace new cultures, and build long-lasting connections.

GRENOBLE ECOLE DE MANAGEMENT
BUSINESS LAB FOR SOCIETY

Universität Münster

Erasmus+

ERASMUS+ PROJECT KICKOFF

A new Erasmus+ collaboration among the ERCIS members, particularly the University of Liechtenstein, the University of Koblenz, and the University of Agder, was successfully launched in September. The project's goal is to explore how generative artificial intelligence (GenAI) supports authentic learning in higher education, with an emphasis on critical thinking and meaningful real-world tasks. As the adoption of GenAI speeds up, many educators, especially those in non-technical disciplines, need clearer guidance on effectively integrating these tools into their teaching. Using the Design Science Research methodology, we will tackle key challenges in GenAI implementation by consulting with educators to identify barriers to adoption. These insights will guide the development of a GenAI-based learning system and comprehensive instructional materials designed specifically for higher education environments.

Successful kickoff in Liechtenstein

DESIGN THINKING FOR ARTIFICIAL INTELLIGENCE (DT4AI)

Erasmus+

The project "Design Thinking for Artificial Intelligence (DT4AI)" is a newly launched Erasmus+ cooperation led by the University of Liechtenstein and involving Aalto University, Vrije Universiteit Amsterdam, University of Münster, and the Bern University of Applied Sciences as an associated partner. The project brings together academic institutions from across Europe with the joint aim of supporting educators in integrating human-centered AI into innovative teaching practices, focusing on problem-solving, user research, prototyping, and beyond.

DT4AI will deliver a unique, modular teaching program that includes materials such as lecture slides, educator guides, and case studies across sectors. In addition, video-based training modules and a digital access hub for knowledge exchange will help educators apply the content effectively in their own contexts. The resources developed in this project are designed to be integrated into existing full programs or individual course modules and tailored to multidisciplinary needs. DT4AI addresses critical gaps in AI education, promotes structured approaches to solving organizational challenges, and provides practical tools to help students engage meaningfully with the opportunities of AI in real-world settings.

JOINT LECTURE:

CHRISTIAN JANIESCH VISITS MICHAEL ZUR MÜHLEN AT STEVENS INSTITUTE OF TECHNOLOGY

As part of the Information Systems & Analytical Seminar Series, Christian Janiesch of TU Dortmund University gave the talk "I'm sorry, Dave. I'm afraid I can't do that" – Artificial Autonomy is coming (and we need to understand and manage it) at the School of Business of the Stevens Institute of Technology. The host was Associate Dean and ERCIS member Michael zur Mühlen. Christian Janiesch spent an entire week at Stevens in Hoboken, NJ. The talk was based on ongoing research on artificial autonomy and process autonomization, which Prof. Janiesch is investigating together with Prof. Rosemann, ERCIS member, and Prof. Kowalkiewicz, both QUT. See the paper "Process Autonomization: Rethinking Business Process Management" published in the BPM Forum 2025 for more details.

NETWORK ACTIVITIES

3rd Heidelberg Spring Symposium 2025

ANNUAL HEIDELBERG SPRING SYMPOSIUM ON MEDICAL INFORMATICS

Information systems are a crucial basis for high-quality patient care and medical research. Successful digital medicine relies on these strong information systems. To support this, we are collaborating with European experts through the ERCIS network. The 3rd Spring Symposium took place on May 28, 2025, at Heidelberg University Hospital. The 4th Heidelberg Spring Symposium on Medical Informatics is scheduled for May 13, 2026, also with significant involvement from ERCIS.

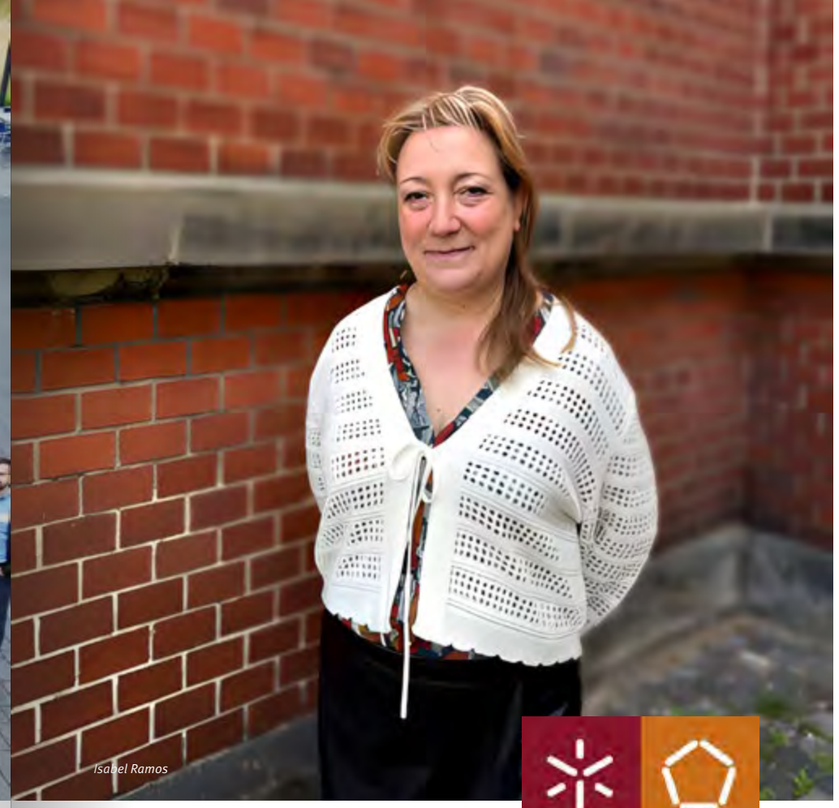
For more information, visit
https://ukhd.de/mi-symposium-en

CARE-FLOW PROJECT

The Information Systems and Supply Chain Management group of the University of Münster together with the University of Twente launched the Interreg-funded project CareFlow. The project goal is to develop and evaluate software products and algorithms for the healthcare sector that improve the management of patient flows and capacities in cross-border cooperation in healthcare in the Netherlands and Germany, thereby ensuring access to and efficiency of healthcare.

MARIE SKŁODOWSKA-CURIE ACTIONS – DOCTORAL NETWORKS (MSCA)

The South-Westphalia University of Applied Sciences has received funding from the Federal Ministry of Research, Technology and Space as part of the European Networks funding line of the German government. With the resources from this funding, the group prepares an application for the Marie Skłodowska-Curie Actions – Doctoral Networks (MSCA) together with our ERCIS partners in Münster, Wrocław, Dublin and Liechtenstein. Workshops have already been held with the ERCIS partners for this purpose. The MSCA application will be submitted in 2026.



Isabel Ramos

ISABEL RAMOS AS VISITING INTERNATIONAL PROFESSOR IN MÜNSTER

In the summer term, Isabel Ramos from the University of Minho, Portugal was welcomed as a Visiting International Professor (VIP) at the Department of Information Systems, University of Münster.

During her stay from April to the end of May, Isabel Ramos taught the bachelor seminar “AI and Attention in the Organization”, focusing on how humans and AI can work together to detect relevant data, anticipate events, and act on opportunities in real time. The excellent papers produced by several student teams during the seminar are in the process of being published in a Springer Briefs book series next year.

Her visit continued the longstanding partnership between the University of Minho and the University of Münster. Over the past decade, both institutions have collaborated closely in design science research and SME-focused innovation projects, strengthened through the ERCIS network. Her stay in Münster contributed to valuable scientific exchanges, collaborative projects, and teaching initiatives.

LEADING AND MANAGING IN THE DIGITAL ERA CONFERENCE 2025

The Athens University of Economics and Business hosted and organized together with ERCIS partner Stevens Institute of Technology (USA) and the Bodossaki Foundation (Greece) the Second International Conference on Leading and Managing in the Digital Era (LMDE) focusing on “Shaping the future with AI and Data Analytics”. The conference was organized on June 13–14 in Athens and followed by a Research Colloquium & Doctoral Consortium on June 15–17 in Syros *(https://www.lmde.net)*. Multiple members of the ERCIS network supported the Conference by reviewing submissions to the conference and by presenting their research work at the conference. This event follows the successful organization of the first International Conference on Leading and Managing in the Digital Era (LMDE) in Athens in 2023, which led to the publication of an edited volume (2024) in Springer, titled after the theme of the conference. The editors were ERCIS members Gregory Prastacos (Stevens Institute of Technology) and Nancy Pouloudi (AUEB). The 2025 event will also be celebrated with an edited volume in Springer and a special issue in the journal Information Systems Frontiers.

23RD INTERNATIONAL CONFERENCE ON BUSINESS PROCESS MANAGEMENT

The 2025 version of the prestigious BPM Conference was hosted by our partners from Sevilla, Spain: Adela del Río Ortega and Manuel Resinas. Over 300 attendees joined the community from August 31st to September 5th for an inspiring and culturally rich program in the beautiful capital of Andalusia.

It is again striking how much ERCIS is represented also in the organization of the conference, serving as a reliable backbone. With Jan Mendling as BPM Steering Committee Chair, Hajo Reijers, Adela del Río Ortega, Barbara Weber, and Michael Rosemann as BPM Steering Committee Co-Chairs, Hajo also as Consolidation and Best Dissertation Award Chair, Thomas Grisold as BPM Forum Co-Chair, and Kate Revoredo as Education Forum Co-Chair, the network demonstrates a strong representation, let alone the many faculty and PhD students from our partners' institutions attending and presenting.

https://www.bpm2025seville.org/

SHARIGA SIVANATHAN (UNIVERSITY OF MUNSTER) VISITED THE UNIVERSITY OF AUCKLAND

The Department of Information Systems and Operations Management at the University of Auckland hosted Shariga Sivanathan, Doctoral student at University of Münster for a short visit. During her visit, Shariga gave a very interesting seminar on her current research area: Technostress in the Age of Artificial Intelligence: Analyzing Concerns and Motivators of AI Usage in the Organizational Context, and met with various PhD students to discuss any collaboration opportunities. Shariga also attended the 5th annual Qualitative Paper Development Workshop *(https://www.ercis.org/ar/qpds)* hosted by the University of Auckland.

Chiara

Mathilda

ERCIS WELCOMES NEW GENERATION OF RESEARCHERS

We are delighted that the ERCIS network has grown once again! We are excited to welcome several "earliest stage researchers", born in 2025: Welcome, Amelia, Chiara, Jarno, Leo, Mathilda, and Viola! Congratulations to the proud parents, and a warm welcome to the newest ERCIS members! We look forward to accompanying their journey!

NETWORK ACTIVITIES

Erasmus+

ERCIS BPM WINTER SCHOOL IN SEVILLE, SPAIN

The ERCIS has been hosting the ERCIS Winter School on Advanced BPM Topics (BPMWS) since 2011. This one-week event brings together undergraduate students from around the world, representing ERCIS member institutions, to learn about and discuss current and future Business Process Management (BPM) topics with some of the most renowned BPM researchers. Since 2023, the BPMWS is being organized as a Blended Intensive Programme (BIP) funded by the European Commission within the Erasmus+ programme.

In 2025, the Winter School was hosted by Adela del Río Ortega and Manuel Resinas at the University of Seville, Spain. Trading Liechtenstein's snow for Spanish sun, 22 students from five universities participated, learning from their hosts and guest lecturers, including Daniel Beverungen, Christian Bartelheimer, Jan vom Brocke, Hajo Reijers, Christian Janiesch, and Andrea Marrella, about various BPM topics such as Process Science, Workarounds, Hyperautomation, Process Autonomy, and Intelligent Delegation, as well as Automated Planning in AI for BPM.

A highlight of the event was a hands-on tutorial by Andre Strothmann from viadee Unternehmensberatung AG, guiding students through the entire process, from concept to implementation of an executable business process using Camunda 8.

Aside from the classroom activities, the group enjoyed a unique experience kayaking the Guadalquivir, offering a rare perspective on the city.

In 2026, the BPMWS will return to its roots and be held at the University of Liechtenstein, hosted by Bernd Schenk and Benjamin van Giffen.

ERCIS ADVISORY BOARD MEETING AT D.VELOP AG IN GESCHER

On April 2, 2025, the ERCIS Advisory Board meeting was held at the headquarters of the d.velop AG in Gescher. d.velop is one of Europe's largest vendors of enterprise content management and process digitization software – see company portrait on page 95. The meeting was well attended by representatives from the ERCIS Advisory Board as well as researchers from across the ERCIS network.

The day began with a round of introductions, followed by a company presentation by the host, d.velop AG. Participants were then updated on current activities within the ERCIS network, including recent developments, new projects, and the addition of new partners.

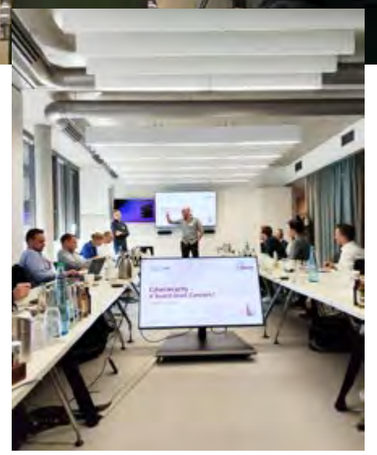
A keynote by Alexander Teubner addressed the topic of "Cybersecurity as a Management Challenge", offering valuable insights into the strategic relevance of cybersecurity in today's business environment.

Further, the newly developed curriculum of the IS Master at the University of Münster was introduced and discussed, highlighting innovative approaches to Information Systems education and aligning academic content with current industry needs. The presentation sparked engaging conversations about the future of IS education and the evolving skillsets required in a digital economy.

After a networking lunch at the d.velop canteen, attendees were given a comprehensive tour of the d.velop campus, including an overview of the company's history and evolution.

The afternoon continued with a joint keynote by Joschka Hüllmann and Miriam Möllers on "Generative Artificial Intelligence and the Transformation of Work", highlighting the profound impact of emerging technologies on organizational structures and work practices.

The day concluded with discussions on new initiatives within the ERCIS network and exchange on planned activities for 2025 and 2026.



d.velop

NETWORK ACTIVITIES

SKI SEMINAR 2025

In January 2025, we organized our annual winter school – called the Ski Seminar – which already exists since the beginning of ERCIS. The seminar was a co-operation of the University of Koblenz and the ERCIS Headquarters. In the seminar, graduate and undergraduate students were presenting their results of seminars of different topics that were held during the winter term 2024/25 at the two universities. As a social event, we offered skiing in the Austrian Alps in the ski resort of Kleinwalsertal/ Oberstdorf. This year's seminar topics were "Artificial Intelligence & Conversational Agents", "Transformers", "Exploring Human-AI Interaction: Methodologies and Applications", "Hyperparameter Optimization & Feature Clustering for Context-aware Predictive Process Monitoring", and "Decision-Making with Generative AI – Design Science Competition". The picture shows the view from our location – a mountain chalet in the middle of the ski area.

QUT AT BPM 2025

Members of the Centre for Future Enterprise contributed in various capacities to this year's International Conference on Business Process Management. This included involvement at the Doctoral Consortium, both as mentor as well via two participating PhD students, and in total seven presentations at the conference, the BPM forum as well as various, affiliated workshops. Among others, we presented first outcomes of our new collaboration with ERCIS partner Prof Dr Thomas Grishold, WU Vienna, on affective process design.

ERCIS RESEARCHERS RECOGNIZED AMONG THE WORLD'S TOP 2%

We are proud to report that several researchers from the ERCIS network have been included in Stanford University's prestigious "Top 2% Scientists" list, which identifies the most-cited scholars worldwide across all scientific disciplines. Congratulations to our outstanding ERCIS community members, among them: Alistair Barros, Kieran Conboy, Martin Dugas, Michael Emmerich, Alan Hevner, Pavel Laskov, Jan Mendling, Michael Myers, Mike Preuss, Jan Recker, Hajo Reijers, Michael Rosemann, Arthur ter Hofstede, Jan Vanthienen, Jan vom Brocke, Barbara Weber, Robert Winter.

This recognition underscores the outstanding research quality, influence, and lasting impact of ERCIS researchers within the global scientific community. Their work continues to advance the field of Information Systems and contributes to innovation and knowledge creation on an international scale.

The Stanford Top 2% Scientists list is based on data from the Scopus database and evaluates both career-long and recent-year citation impact, highlighting scholars with exceptional contributions and citation performance across diverse research areas.

Being acknowledged among the world's leading scientists is a testament to the strength, international relevance, and collaborative excellence of the ERCIS research network.

ASPAI 2025 — ASIA-PACIFIC SYMPOSIUM ON PROCESS AND ARTIFICIAL INTELLIGENCE

(Bali, Indonesia, 5–6 August 2025) The POSTECH, QUT, and University of Muenster participated in the Asia-Pacific Symposium on Process and Artificial Intelligence (ASPAI 2025), held in Bali, Indonesia, alongside ISICO 2025. The event brought together scholars, industry leaders, and policymakers from across the Asia-Pacific region to explore advances in process management, artificial intelligence, and digital transformation. A key highlight was the keynote address by Prof. Jan vom Brocke (Director of the European Research Center for Information Systems (ERCIS)) at ISICO 2025. Prof. vom Brocke also joined ASPAI 2025, engaging in discussions with researchers in the Asia-Pacific Region, thereby reinforcing academic ties between Europe and the Asia-Pacific. We contributed presentations on object-centric process mining, digital twins, and AI-driven process optimization, sparking collaborative discussions that led to the formation of working groups for potential joint research projects and publications. ASPAI 2025 strengthened POSTECH's role as a regional hub for process and AI research, extending the ERCIS network's global collaboration footprint and promoting cross-cultural academic exchange among partner institutions. ASPAI 2026 will take place at POSTECH, South Korea.

WROCŁAW UNIVERSITY OF SCIENCE AND TECHNOLOGY GRADUATE WINS NATIONAL COMPETITION

We are proud to announce that Justyna Małuszyńska, M.Sc., Eng., a graduate of Applied Computer Science at the Faculty of Computer Science and Telecommunications at the Wrocław University of Science and Technology, has won the 41st National Competition of the Polish Information Processing Society. This year's competition attracted over 110 participants, and her entry, "Methods for Detecting False Images Generated by Artificial Intelligence," prepared under the supervision of Adrianna Kozierkiewicz, Ph.D., Eng., Prof., won the acclaim of the competition jury, which decided on the award based on 222 reviews from the competition entries' reviewers.

Wrocław University of Science and Technology

NETWORK ACTIVITIES

NEW PARTNERS JOINING THE ERCIS NETWORK IN 2025

The ERCIS network continues to grow! In 2025, we were delighted to welcome three new partner institutions: the Athens University of Economics and Business (AUEB) in Greece, the University of Auckland in New Zealand, and the University of Namur in Belgium.

Their addition further strengthens our international collaboration in Information Systems research and education. We look forward to inspiring exchanges, joint projects, and continued knowledge sharing across the network.

Great to have you on board and welcome to ERCIS!

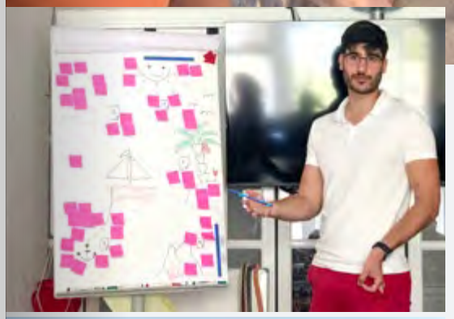
Anthony Simonofski presenting the University of Namur at our Annual Workshop in St. Gallen

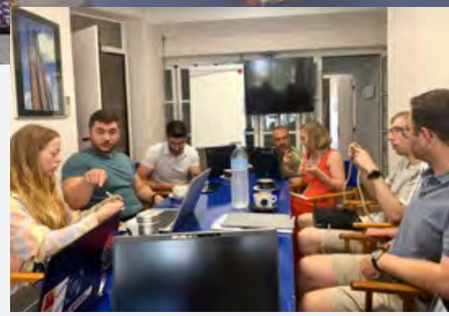
Khushbu Tilvawala presenting the University of Auckland at our Annual Workshop in St. Gallen

INAUGURAL ATTENDANCE AT THE ERCIS ANNUAL WORKSHOP 2025 AND VISIT TO MÜNSTER

For Dr. Khushbu Tilvawala it was an absolute pleasure and honour to attend the first ERCIS annual workshop in 2025, where she had the opportunity to present about the University of Auckland's Department of Information Systems and Operations Management, and meet with the partners in the network.

Followed by her attendance at the ERCIS annual workshop, Khushbu was invited by the University of Münster for a short visit using the opportunity to discuss more specific areas of possible collaboration. Highlights include: Funding – The MSCA Staff Exchange – Joint Proposal in 2026 – Call to Action was shared with ISOM, and ISOM further discussed considering and proposing other funding opportunities that enable staff "mobility" with EU partners. Student exchange – Discussions initiated between the Head of International Relations Center (IRC) at the University of Münster School of Business and Economics, and Auckland 360 to discuss student exchange opportunities and options.





ERCIS DOCTORAL CONSORTIUM 2025 – RESEARCH, COLLABORATION, AND INSPIRATION IN MALLORCA

This year's ERCIS Doctoral Consortium took place once again in the inspiring setting of Port de Pollença, Mallorca. The event brought together PhD students and faculty from several different ERCIS partner institutions for a week of focused research discussions, collaboration, and mentorship.

Mornings were dedicated to deep engagement with the PhD students' research, covering topics such as automated algorithm configuration, digital self-services and administrative burdens, Human-AI co-creation and the concept of trust, cognitive load in IIoT decision making, and co-production in digital public service delivery. These sessions generated thought-provoking discussions, critical feedback, and valuable new directions for the participants' ongoing research. We would like to acknowledge the outstanding contributions of this year's PhD students Oliver Preuß, Maximilian Nebel, Yngve Kelch, Ida Heggertveit, and Hanne Höglund Rydén.

Afternoons provided an opportunity to balance intense academic work with shared sailing activities on the Mediterranean, fostering team spirit and informal exchange of ideas.

A big thank you to our dedicated faculty - Isabella Seeber, Jens Pöppelbuß, Alessio Maria Braccini, Armin Stein, and Katrin Bergener – for their insightful guidance, mentorship, and contributions to the success of the consortium. The ERCIS Doctoral Consortium 2025 exemplifies how immersive, collaborative environments can enrich academic work, stimulate creativity, and strengthen the connections within our research community.

NETWORK ACTIVITIES

LAUNCH OF THE FLOW FACTORY – A JOINT AI INNOVATION LAB BRIDGING RESEARCH AND PRACTICE

In early 2025, the Flow Factory *(https://flow-factory.ai)* was established as a joint research initiative between the German Savings Banks Finance Group and the ERCIS at the University of Münster. The Flow Factory combines scientific excellence with practical relevance to develop AI-driven innovations for the financial industry. Following the motto "from idea to implementation," the initiative connects technological progress with organizational, ethical, and social dimensions.

Adopting a design-oriented research approach, the Flow Factory develops prototypes iteratively and in close collaboration with practitioners, ensuring that insights from research directly inform practical applications. The interdisciplinary team, comprising information systems researchers, economists, computer scientists, and psychologists, identifies, evaluates, and supports concrete AI use cases within the financial domain. The initiative also actively integrates students through teaching, theses, project work, and events such as fireside chats with industry leaders, while building international partnerships.

Funded jointly by several members of the Sparkassen-Finanzgruppe – including Finanz Informatik, DSGV, DSV-Gruppe, LBS NordWest, Deutsche Leasing, and Sparkassen Rating & Risikosysteme – the initiative is supported with over one million euros annually for an initial five-year period.

With its strong interdisciplinary foundation, close ties to industry, and commitment to education and ethics, the Flow Factory positions itself as a central platform for AI innovation and knowledge transfer in the financial sector — shaping the future of digital finance through research, experimentation, and collaboration.

FOSTERING RESEARCH COLLABORATION: DOCTORAL COLLOQUIUM AT FH SÜDWESTFALEN

On March 7, 2025, the Department of Computer Science and Data Science of the Graduate School NRW (Promotionskolleg NRW) hosted a Doctoral Colloquium at FH Südwestfalen in Hagen, organized by the research team of Prof. Dr. André Coners. The event provided an inspiring platform for PhD students, particularly from the field of Information Systems, to present and discuss their ongoing research projects and receive constructive feedback from peers and senior researchers. The colloquium attracted participants from several universities across Germany and neighboring countries, creating a vibrant environment for academic dialogue and networking.

The ERCIS network played a crucial role in the success of the event by facilitating connections with experts who contributed valuable input. A particular highlight was the workshop by Prof. Dr. Jan vom Brocke, who introduced participants to the principles and practical applications of Design Science Research, offering new perspectives and impulses for design-oriented inquiry.

The colloquium was characterized by an open and collaborative atmosphere, fostering intense discussions and cross-institutional exchange. It clearly demonstrated the value of cooperation within the ERCIS community, where shared expertise and joint activities strengthen both individual research projects and the network as a whole. Participants left the event motivated and inspired to advance their research, emphasizing the importance of such gatherings for academic growth, international collaboration, and the development of innovative research ideas.

ERCIS PARTNERS ACTIVE IN EUROPEAN UNIVERSITY ALLIANCES

In April 2025, in her role as Vice President for International Relations of Paderborn University, Germany, Prof. Dr. Heike Trautmann became President of the European University Alliance (EUA) COLOURS (Collaborative innovative sustainable regional universities), which is led by Paderborn University.

The University of Münster is, alongside ERCIS partner University of Seville, member of the EUA "Ulysseus". They were funded to work together with Haaga-Helia University of Applied Sciences, Finland, on a Joint R&I Group under the label "Applied Artificial Intelligence for Business Information Systems".

COLOURS European University Alliance

https://colours-alliance.eu/

Ulysseus EUROPEAN UNIVERSITY

https://ulysseus.eu

NETWORK ACTIVITIES

METHODOLOGY OF ALGORITHM ENGINEERING

How do we do research on algorithms? After more than a decade of research, discussions, and drafts, ERCIS partner Jan Mendling et al's overarching framework has been accepted as an article in ACM Computing Surveys. The framework is useful for various sub-disciplines of computer science that investigate algorithms and for those who research technical artifacts using a design science lens. It builds on three areas discussed in the philosophy of science: ontology, epistemology and methodology. The framework helps to identify and discuss various validity concerns relevant for any contribution on algorithms in various areas of computer science. The article is available as open access via this DOI:

https://doi.org/10.1145/3769071

Validity Concern	Explanation
Ecological validity	The extent to which an algorithmic task or setup reflects real-world conditions and problem contexts (based on [7, 26]).
Design validity	The degree to which the internal structure and logic of an algorithm design is coherent, justified, and explainable [32].
Implementation validity	The extent to which an algorithm implementation faithfully instantiates the intended design and behaves as expected (based on [35, 36]).
External validity	The degree to which results generalize across data sets of interest (based on [15]).
Justification validity	The degree how convincingly a hypothesis or theorem is supported by a deductive argument (based on [31]).
Logical validity	The degree to which the syllogisms used in a proof preserve truth (based on Aristotle and reflection in [20]).
Internal validity	The extent to which observed effects can be attributed to the treatment rather than to confounding factors [60].
Construct validity	The degree to which the measure of a construct accurately measures the intended property [43].
Conclusion validity	The degree to which the results can reasonably be regarded as revealing the hypothesized connection [14, 23].

INTEROPERABLE EUROPE ACADEMY OF THE EUROPEAN COMMISSION

Leuven was the stage of Interoperable Europe Academy of the European Commission: a two-day for advanced digital skills in the field of digital government and interoperability. Public servants from all levels of the government, policy makers and students had the chance to get all the ins and outs of the Interoperable Europe Act, its implications for public administrations in the EU, and practical ways and tools to unfold its full potential. From governance, interoperability assessments and regulatory sandboxes, to exploring how emerging technologies like AI play into the story, the more than 200 participants found approaches to implementing the Interoperable Europe Act and found how other initiatives in the field of digital government are perfectly aligned to the Interoperable Europe Act.

DIGITAL DECARBONISATION

The group at CIM of Loughborough University are pioneers in the emerging field of digital decarbonisation, reducing the environmental impact of data through more sustainable practices in storage, processing, and use. From 'dark data' audits to AI energy efficiency and cloud sustainability, we develop tools and frameworks to help organisations shrink their digital carbon footprint and align with net zero goals.

Most people are not aware, or forget, that digital technology consumes vast quantities of electricity to keep huge data centres running – capturing and storing every click, search, list and image. Digital data is generated by humans in every corner of the world, every second of every day, of every week. The creation and consumption of digital data is growing rapidly. The countries and organizations of the world will miss global 2050 net zero targets if we do not decarbonise our digital infrastructure and our behaviours.

The group helps governments, businesses and organisations to minimise carbon emissions by adopting best practices in optimising how data is generated, processed and stored, ensuring that it aligns with sustainable practices. In short, Digital Decarbonisation promotes digital best practices, helping organisations to reduce the carbon footprint associated with data management and thereby to make a big contribution to the UN Race to Zero.

QUT

NEW BOOK:

FUTURE ENTERPRISE – THE CAPABILITIES THAT MATTER TOMORROW

In a world of rapid technological change and evolving societal expectations, the book "Future Enterprise. The Capabilities That Matter Tomorrow" equips professionals – from Board Directors to the emerging generation of leaders – with an overview of the essential capabilities that will define successful enterprises of tomorrow. Through 18 engaging essays organized around three core themes, we explore critical organizational capabilities – from algorithmic intelligence to sustainable resilience – providing both a strategic compass and tactical guide for building future-ready organizations. This book provides a comprehensive overview and early awareness into capabilities that will distinguish thriving enterprises from the ones that will stagnate. A chapter at a time, the capabilities of tomorrow's organizations will be introduced covering the three themes of aspiration (e.g., purpose-led, decisive, robust), augmentation (e.g., data-centric, algorithmic, autonomous) and alignment (e.g., explainable, responsible, trusted). This creates a rich list of inspirations for those professionals who want to lead and act ahead of the demand curve and look for the next source of competitive differentiation.

Most of the chapters are authored by members of the Centre for Future Enterprise, and complemented by contributions from ERCIS partners and global thought leaders such as Prof Dr Dr hc mult. August-Wilhelm Scheer, Prof Dr Christine Legner and Prof Dr Ralf Plattfaut.

https://thefutureenterprise.com/

NETWORK ACTIVITIES

JOINT RESEARCH WORKSHOP

On June 23–24, 2025, a Joint Research Workshop took place between the University of St. Gallen's Institute of Information Management and Digital Business (IWI-HSG) and the University "G. d'Annunzio" Chieti-Pescara, in collaboration with Prof. Stefano Za.

ITAIS 2025 JUNIOR FACULTY DOCTORAL CONSORTIUM

The ItAIS Junior Faculty Doctoral Consortium (JFDC) takes place every year and is open to doctoral students and junior faculty (within 5 years of PhD completion) who also attend the annual edition of the ItAIS conference. This year, the JFDC was co-chaired by Alessio Maria Braccini (University of Tuscia, IT) and Anna Sigríður Islind (Reykjavik University, IS). The JFDC gathered 10 submissions. Participants came from eight different universities in three countries. Twelve faculty members from five countries provided feedback to interesting research proposals in three parallel sessions. The consortium was followed by a workshop on AI for research (led by Alessio Maria Braccini) and AI for education (led by Leonardo Caporarello, Roberta Cuel, and Aurelio Ravarini).

https://www.itais.org/conference/2025/workshop-on-ai-in-education/

GREAT HONOR FOR PROF. DARIUSZ KROL

Prof. Dariusz Krol, vice-dean for general affairs of the Wrocław University of Science and Technology, was awarded the Knight's Cross of the Order of Polonia Restituta, one of the highest state distinctions. The scientist was awarded, among other things, for outstanding contributions to the political transformation of our country and his long-standing contribution to the development of science and education.

ITEA 4

JOINT VISIT OF ITEA PO DAYS IN ESTORIL, PORTUGAL

Together with Krystian Wojtkiewicz from our Polish ERCIS partner Wrocław University of Science and Technology (WUST), Mathias Eggert attended the ITEA PO Days in Estoril, Portugal — an industry-focused forum for presenting and advancing collaborative research project proposals. At the event, approximately 80 project ideas and proposals were introduced, allowing participants to explore potential synergies and form new partnerships. Krystian and Mathias identified several initiatives where their combined expertise could meaningfully contribute to developing project outlines. One promising example is the SwarmAI project, which proposes to deploy autonomous drones to support disaster management operations. Krystian would contribute with his strong AI and machine-learning expertise, while Mathias would provide domain knowledge in disaster-management processes and operational requirements. Although a final funding decision has not yet been made, both are optimistic about the proposal and anticipate that, if approved, the project could begin around mid-2026.

JOINT DATA SCIENCE TRIP TO WERSEHAUS

In summer 2025, the University of Münster's Data Science teams of Prof. Dr. Fabian Gieseke (Machine Learning and Data Engineering) and Prof. Dr. Christian Grimme (Computational Social Science and Systems Analysis) organized a joint retreat at the Wersehaus in Münster. The event aimed to strengthen collaboration and foster exchange between both research groups in an informal and inspiring environment. Throughout the day, participants presented ongoing projects, discussed methodological approaches, and explored opportunities for future cooperation in the areas of machine learning, data-driven modeling, and computational social science. Beyond the academic discussions, the retreat also offered time for informal networking and team-building activities by the river Werse. These exchanges helped deepen the connection between the two groups, both of which play a central role in the university's Data Science community. The event once again demonstrated the value of interdisciplinary collaboration for addressing complex research challenges and laid the groundwork for several new joint initiatives planned for the coming year.

NETWORK ACTIVITIES

PROJECT PROPOSAL:

WINE INDUSTRY SUSTAINABLE EMPOWERMENT WITH AI (WISE-AI)

Álvaro Arenas (IE Business School), Isabel Ramos (University of Minho), Niels Frederik Garmann-Johnsen (University of Agder), and Stefano Za (University of Chieti-Pescara) have been developing the proposal of a project focused on building AI competencies in the wine industry to respond to the challenges posed by climate change and evolving patterns of wine consumption. The WISE-AI proposal describes a project that addresses the urgent need for digital transformation in the wine sector, with a particular emphasis on SMEs that are especially vulnerable to sustainability challenges stemming from climate change, resource scarcity, and the increasing demand for responsible practices. Many of these enterprises lack the financial means and technical expertise necessary to adopt digital and AI technologies that could significantly improve their operations and competitiveness. To tackle these issues, WISE-AI aims to equip SMEs with tailored AI competencies that support sustainable practices and informed decision-making.

BUSINESS PROCESS COHERENCE CHECKING WITH GENERATIVE AI

Marek Schulte, Sandro Franzoi, Frank Köhne and Jan vom Brocke have submitted a paper with the title "LLM-Enabled Business Process Coherence Checking Based on Multi-Level Process Documentation" to the esteemed Process Science Journal that was accepted for publication in a forthcoming issue. The publication is based on the master thesis of Mr. Schulte and was written as a cooperation between the University of Münster and ERCIS advisory board member viadee Unternehmensberatung AG.

In the paper, the authors address the struggles many organizations are facing with inconsistent process documentation, leading to, e.g., compliance risks, inefficiencies, and innovation loss. To address this problem, a novel approach for business process coherence checking powered by LLMs was developed to autonomously validate process information across multiple, heterogeneous documents. The approach was realized in a tool called aProCheCk that detects when changes are made to a process document, intelligently compares it to other related documents, detects incoherencies, and provides decision makers with actionable insights. The tool was evaluated rigorously and provides valuable insights for both research and practice.

The underlying ideas of this work originated in the BMBF-funded research project Change.WorkAROUND that is also a joint effort by ERCIS partners and further companies (see p. 99).

QR Code aProCheCk

LIST OF PUBLICATIONS

M. Schulte, S. Franzoi, F. Köhne, J. vom Brocke (2026): LLM-Enabled Business Process Coherence Checking Based on Multi-Level Process Documentation, Journal of Process Science (accepted).

CHANGE.WORKAROUND: FROM WORKAROUND TO INNOVATION

The Change.WorkAROUND project, funded by the Federal Ministry of Research, Technology and Space (BMFTR) and supervised by the Project Management Agency Karlsruhe (PTKA), addresses the question of how workarounds in industrial companies can lead to greater adaptability. Over a period of three years (2023–2025), the University of Paderborn (an ERCIS member), myconsult, UNITY, viadee (an ERCIS advisory board member), KRONE and REMBE have been collaborating to develop effective strategies and approaches to identify and evaluate these goal-driven deviations from standard processes.

In the final year, the focus was particularly on validating and further developing the proven methods established in previous years. As part of a series of workshops, a workaround-to-innovation cycle was implemented and validated at KRONE. The aim was to identify, categorise and evaluate workarounds and ultimately convert them into process innovations. This involved the use of the newly developed modelling language "Workaround Modelling Notation (WAMN)", causal inference, as well as specially developed tools such as a workaround brainstormer (see QR code). In addition, a chatbot was developed to support the process by recording workarounds and subsequently analysing them.

The results of the project were presented at various academic and non-academic conferences, including the BPM Conference, the International Conference Wirtschaftsinformatik, and Data Science Ruhrgebiet. The project team has also submitted several scientific publications.

Comprehensive analysis and documentation will continue during the final months of the project. In November, the entire funding line "InWandel" will also meet for a closing event in Stuttgart.

QR Code Workaround Brainstormer

LIST OF PUBLICATIONS

C. Bartelheimer, B. Löhr, F. Köhne, S. Nordlohne (2025): Vom Workaround zur Innovation – Ansätze zur Steuerung von Prozessevolution, in: Reindl / Wecke (Hrsg.) Technologie und Organisation [in Vorbereitung].

C. Bartelheimer, B. Löhr, M. Reineke, A. Aßbrock, D. Beverungen (2025): Workarounds as a Cause of Mismatches in Business Processes – Insights form a Multiple Case Study, Business & Information Systems Engineering.

C. Krabbe, A. Assbrock, M. Reineke, D. Beverungen (2025): Workarounds—A Domain-Specific Modeling Language, Proceedings of WI 2025.

S. Nordlohne, F. Köhne, D. Alile (2025): Latente Workarounds: Innovatives Potenzial für agile Prozessgestaltung, Proceedings of WI 2025 – Workshop: KI in der Arbeitswelt: Den Wandel gestalten.

D. Alile und S. Nordlohne (2025): Steuerung von Prozess-Evolution: LLM-gestützte Erkennung und Bewertung von Workarounds. Konferenz Data Science Ruhrgebiet

M. Reineke, B. Löhr, A. Aßbrock, C. Bartelheimer, D. Beverungen (2026): From Temporary Fixes to Informed Decisions—Design Echelons for Evaluating Workarounds. Proceedings of BPM 2025.

NETWORK ACTIVITIES

20TH INTERNATIONAL CONFERENCE WIRTSCHAFTSINFORMATIK 2025 (WI2025)

The International Conference Wirtschaftsinformatik and ERCIS share a long history. Founded in 1990, our Institute for Information Systems hosted the first WI conference in 1993 in Münster. 32 years later, the conference returned to its place of origin for its 20th edition.

This year's conference theme, The Digital Future of Society and Business, invited participants to examine how digital technologies contribute to overcoming economic, social and ecological problems and how information systems can be designed and regulated responsibly.

Welcome Reception

A Look Back at the Conference

With over 400 submissions and more than 1,000 reviews across 16 scientific tracks, the conference once again showcased the diversity and breadth of information systems research in the German-speaking region and beyond. Together with the doctoral consortium, 14 workshops and tutorials, and 6 community meetings, the conference welcomed over 600 guests to Münster, reflecting the community's continued growth.

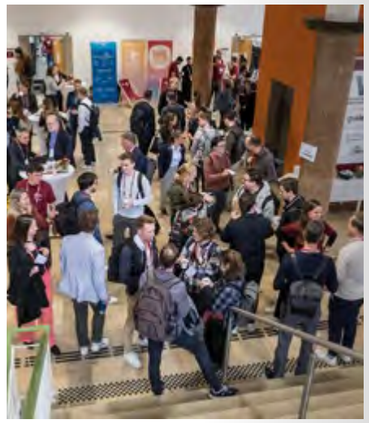
The main conference opened with a virtual address from Hendrik Wüst, Minister-President of North Rhine-Westphalia, highlighting the importance of information systems research and education for the state, particularly in context of the growing relevance of artificial intelligence. Johannes Wessels, Rector of the University of Münster, then personally welcomed participants.

Two keynote speeches set the tone for the event. Liane Buchholz, President of Sparkassenverband Westfalen-Lippe, presented The Flow Factory, a new ERCIS collaboration where science and practice jointly shape the future. Dorothy E. Leidner, the Leslie H. Goldberg Jefferson Scholars Foundation Eminent Professor of Business & AI Ethics at the University of Virginia and President of the Association for Information Systems, followed with a thought-provoking talk on "Is Ethical AI an Oxymoron?" – a multifaceted topic shaped by cultural, societal, and political contexts.

While the WI conference has always showcased the breadth of information systems research, this year also sought to increase the visibility of cutting-edge research in the German-speaking region. To this end, a new submission category was introduced – Research Spotlights. A panel of senior editors and editors-in-chief from leading IS journals reviewed publication-ready contributions and provided detailed feedback during designated conference sessions.

We extend our sincere gratitude to the editors who served on the panel: Alexander Benlian, Susan Brown, Jens Dibbern, Oliver Hinz, Hanna Krasnova, Leona Chandra Kruse, Dorothy Leidner, Alexander Mädche, Gerhard Schwabe, Stefan Seidel, Matthias Söllner, Jason Bennet Thatcher, Tuure Tuunanen, Daniel Veit, and Gottfried Vossen.

Keynote Speaker



Honouring Lifetime Achievements within the ERCIS Network

During the conference, the ERCIS community gathered for a special evening at the Münster Zoo to celebrate outstanding contributions to the network. The reception provided the perfect setting to recognise long-term commitment and exceptional engagement among ERCIS members.

ERCIS Reception

Two long-standing colleagues, Reima Suomi and Robert Winter, were awarded the title of Honorary Lifetime Members for their continued dedication, leadership, and active involvement, which have significantly shaped and strengthened the ERCIS network over the years.

A particularly emotional moment came with the presentation of the Lifetime Honorary Director Award to Jörg Becker, founder and Co-Director of ERCIS. The award was presented by Jan vom Brocke, Co-Director of ERCIS, who expressed heartfelt gratitude for Jörg Becker's vision and pioneering spirit. Since 2004, his initiative and commitment have laid the foundation for what ERCIS is today – a truly international and collaborative research network.

The evening was filled with appreciation, inspiring moments, and sincere recognition of those whose dedication continues to drive the ERCIS community forward.

NETWORK ACTIVITIES

Conference Dinner

Acknowledgements to the Community

The success of WI 2025 was made possible by our generous sponsors. We thank our main sponsor, GuideCom, for its outstanding contribution, and our ERCIS Advisory Board members d.velop, viadee, and zeb, for their long-term support. Additional thanks go to Finanz Informatik, KNIME, Konsultec, Flow Factory, and Springer Nature. We also thank AlumniUM e. V. for supporting student participation.

Continuing a long-standing tradition, two community awards were presented. The WI association, Die Wirtschaftsinformatik e. V., awarded the Young Researcher Best Paper Award, and together with viadee, presented the Bachelor Award der Wirtschaftsinformatik. With generous support from GuideCom and WINet Münster, additional monetary prizes were also given for the Best Completed Research Paper and Best Research in Progress Paper.

The WI conference is a community event and as such it is driven by the community. Alongside our conference chairs from Münster, Tobias Brandt and Jan vom Brocke, the outstanding program was curated by our program chairs Ann-Kristin Cordes (University of Kiel), and Leona Chandra Kruse (University of Agder). The workshops and tutorials were organized by Benedikt Berger and Lea Püchel from the Münster group. For many years, Martin Matzner (Friedrich Alexander University), and Sandra Zilker (Nuremberg Institute of Technology) have been organizing the doctorial consortium. The executive organization was managed by Michael Middelhoff (University of Münster).

Finally, heartfelt thanks go to all participants. Your enthusiasm brought the 20th edition to life. The community's engagement at the 1920s-themed conference dinner made the celebration truly special. We look forward to continuing this journey at the next WI Conference in Linz in 2026.

KI-box

JOINT LECTURE:

AI-BOX – AI INNOVATION FOR THE UN SUSTAINABLE DEVELOPMENT GOALS

At Ruhr University Bochum, the teams led by ERCIS Personal Members Jens Poeppelbuss and Christian Meske once again offered the joint course "KI-box". Building on the Kickbox innovation framework, interdisciplinary student teams developed AI-based solutions aimed at advancing the United Nations Sustainable Development Goals (SDGs). The specially designed "KI-box" provided a range of materials and tools to guide students through the innovation process. Several teams continued to pursue their ideas after the course, further developing their applications and participating in start-up competitions. More details about the course are available at *www.kibox.rocks*. In collaboration with colleagues in innovation management from TU Dortmund and the University of Duisburg-Essen, the team also continued its engagement in the Ruhr School of Design Thinking *(www.ruhrschool.de)*, jointly organizing events where students from the participating universities presented their ideas and received valuable feedback.

TRUST DESIGN AT ERCIS 2025 WORKSHOP

During his attendance of the annual ERCIS workshop in St Gallen, Prof Michael Rosemann presented The Queensland University of Technology's Future Enterprise Centre's research on trust design (TX). This work is dedicated to developing a rigorous methodology for technology-enabled trust opportunities, i.e. it aims to empower organizations to compete on trust. This includes among others identifying confidence-building trust signals and routinized benevolent practices. This research is funded by Cisco as part of the Chair in Trusted Retail, Dr Nadine Ostern, and a research grant from the Australian Research Council, ARC.

NETWORK ACTIVITIES

Leezenbox

LEEZENCOUNTER PROJECT SEMINAR

As part of the TinyAIoT research project, the University of Münster's LeezenCounter project seminar developed a General Data Protection Regulation (GDPR)-compliant system to detect the occupancy of bicycle parking spaces at Stadtwerke Münster's bike parking stations. These stations, known locally as Leezenboxes ("Leeze" being Münster slang for bicycle), served as the pilot locations for the system. The team designed a solution based on Tiny Machine Learning (TinyML) principles, ensuring that all data processing occurs locally on the device. The system integrates a camera, a microcontroller unit (MCU), and a LoRaWAN communication module. A YOLO11n object detection model was trained on images collected from multiple sites and achieved high precision and recall. Deployed on the MCU, the model enables real-time, on-device bicycle detection and data transmission to a web-based dashboard. The web application visualizes aggregated statistics, individual site analyses, and an interactive occupancy map. Despite challenges such as hardware limitations, software incompatibilities, and restricted access to installation sites, the project successfully demonstrated the feasibility of TinyML-based smart city applications on resource-constrained devices. Key outcomes for Stadtwerke Münster include the potential for GDPR-compliant Leezenbox occupancy detection, accurate localization of bicycles using embedded AI, and valuable insights into hardware design decisions. The project results and documentation are openly available on GitHub:

https://github.com/SteffChef/leezencounter

PHD DEFENSE AT UNIVERSITY OF TWENTE

Since 2021, Prof. Dr. Heike Trautmann of Paderborn University, Germany, is Honorary Professor of Data Science in the Data Management and Biometrics group at ERCIS partner University of Twente in the Netherlands. There, her PhD student Jeroen Rook completed his PhD in September 2025 on "Multi-Objective Approaches for Automated Algorithm Configuration and Selection".

ERCIS PHD CLUB — CONNECTING DOCTORAL RESEARCHERS ACROSS THE NETWORK

In 2025, we successfully launched the ERCIS PhD Club, a new initiative designed to connect and support PhD students within the ERCIS network. Since its start, the club has offered a diverse range of thought-provoking online sessions, from developing impactful research contributions (Lunch Talk with Jan vom Brocke) to building a sustainable research agenda (Fireside Chat with Jan Recker) and applying mixed-methods approaches (Round Table with Nancy Pouloudi) or design science research (with Alan Hevner). Another extremely helpful example was Jason Thatcher's talk from kitchen to career, in which he offered practical guidance for building a research agenda - not just a publication list. His hands-on advice and encouragement resonated strongly with the PhD students and inspired many lively discussions.

These events have sparked lively discussions and provided valuable guidance for early-career researchers across ERCIS partner institutions. The PhD Club continues to grow, and we are already planning further sessions for next year, focusing on methodological skills, publication strategies, and academic career development.

PhD students interested in joining are warmly invited to scan the QR code below and become part of the ERCIS PhD community!

QR Code zu diesem Link: *https://www.ercis.org/for-students/ercis-phd-club/*

PhD Club talk "From kitchen to career" of Jason Thatcher

icis-2026

ORGANIZATION OF ICIS2026 IN LISBON

ICIS2026 will take place in Lisbon, Portugal, from December 13 to 16, 2026, at the Lisbon Congress Center. Its theme is "Digital Collaboration and Coexistence". The conference theme highlights the dual reality of our time: while digital transformation has deeply reshaped society, economies, and everyday life, it has also generated new tensions, inequalities, and environmental risks. Human activity is now intertwined with data-driven processes, autonomous technologies, and algorithmic augmentation, yet these advances unfold in a fragile world marked by climate change, geopolitical instability, and shifting economic orders. To navigate this complexity, information systems research and practice must move beyond efficiency and innovation to embrace responsibility, sustainability, and inclusivity. Coexistence demands recognizing the diversity of contexts, from human–machine interactions to disparities in digital access, and learning how to balance complementarity, tension, and separation where necessary.

The conference organization includes the participation of 33 senior academics from various nationalities. At this initial stage, it involves 4 members of the ERCIS network, namely Isabel Ramos, Michael Rosemann, Alvaro Arenas, and Jan Recker.

NETWORK ACTIVITIES

SHARIGA SIVANATHAN (UNIVERSITY OF MUNSTER) VISITED THE UNIVERSITY OF AUCKLAND

The Department of Information Systems and Operations Management at the University of Auckland hosted Shariga Sivanathan, Doctoral student at University of Münster for a short visit. During her visit, Shariga gave a very interesting seminar on her current research area: Technostress in the Age of Artificial Intelligence: Analyzing Concerns and Motivators of AI Usage in the Organizational Context, and met with various PhD students to discuss any collaboration opportunities. Shariga also attended the 5th annual Qualitative Paper Development Workshop *(https://www.ercis.org/ar/qpds)* hosted by the University of Auckland.

RISE_SMA
SOCIAL MEDIA ANALYTICS FOR SOCIETY AND CRISIS COMMUNICATION

SUCCESSFUL COMPLETION OF THE EUROPEAN HORIZON PROJECT RISE_SMA

The RISE_SMA project, funded by the EU Horizon 2020 program and coordinated by Prof. Dr. Stefan Stieglitz at the University of Potsdam, celebrated its successful completion with a final panel talk.

Over five productive years, the project united international partners from the University of Agder (Tim A. Majchrzak), the Queensland University of Technology (Axel Bruns), the University of Leiden (Suzan Verberne) and from the municipality of Kristiansand, Norway (Sigurd Paulsen), the Universitas Padjadjaran in Indonesia (Budi Nurani Ruchjana), and Universidade do Vale do Rio dos Sinos in Brazil (Adriana Amaral) to assess crisis communication processes and their social impact across diverse cultural and technological contexts.

The hybrid session offered an opportunity to reflect on milestones achieved by the global consortium, including joint publications, comparative workshop, and methodologies for analyzing social media communication in crisis situations. Partners shared insights on how the collaboration enhanced crisis response strategies and fostered knowledge exchange between academia and practical application. In this context, we were happy to welcome Deborah Bunker from the University of Sydney to join us with a keynote about situational awareness generation during disaster events.

The discussion also engaged Information Systems students at the University of Potsdam, providing them with perspectives on international research cooperations, practical implications for crisis management, and the long-term value of projects in building global and interdisciplinary research infrastructures.

PROJECT SEMINAR EDUPLAYHUB: FINAL PRESENTATION – SHAPING THE LEARNING PLATFORM OF TOMORROW

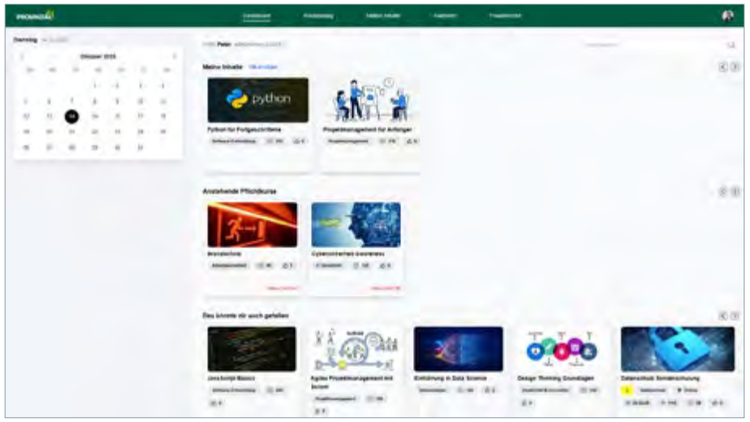
After an inspiring kick-off in October, the bachelor project seminar EduplayHub reached its successful conclusion with the final presentation at Provinzial in February. Over the course of the semester, nine Information Systems students worked closely with Provinzial to envision and develop a next-generation, AI-driven learning environment for the company's 12,000 employees.

In front of an engaged audience, the team presented both their prototypical implementation of the new platform and the development process behind it. Highlights included a modern, gamified structure, a personalized AI chatbot assistant, and intelligent recommendation features based on user preferences and learning styles. The demo illustrated key functionalities such as customizable profiles, badges, certificates, and collaborative tools to foster interaction and motivation.

The prototype combines technical innovation with practical insights drawn from user interviews and design thinking. The presentation showed how EduplayHub can deliver a dynamic, motivating, and accessible learning experience, tailored to the diverse needs of Provinzial's workforce.

We thank all participants and look forward to further exploring new ways of learning at Provinzial!

EduplayHub – Präsentation



EduplayHub – Demo Dashboard

EduplayHub – Demo Kurs

NETWORK ACTIVITIES

THE DARK SIDE OF DIGITAL (DIGITAL HARMS)

University of Loughborough's CIM research on the Dark Side of Digital investigates the form and organization of misinformation, deception, fraud, hacking, criminal supply-chain, abusive networks and anti-social activity more generally. In scope are all forms of such activity that exploit or manifest from the capabilities of the digital environment. This can be theorised by stating that digital technologies lower transaction costs, potentially enabling abuse and conflict of many sorts. The regulatory costs associated to these activities (e.g. abuse, bullying, fraud) are then distributed across society, implicating government and private firms alike and extending onwards to harms suffered by local public agencies, families and individuals. Consistent with Cybernetics, as capabilities multiply, so too do the regulatory costs. It can be understood from this that technological progress will always necessitate that greater attention is given to questions of governance, regulation, democracy and society's preparedness to respond to the harms that emerge from a fast-changing world.

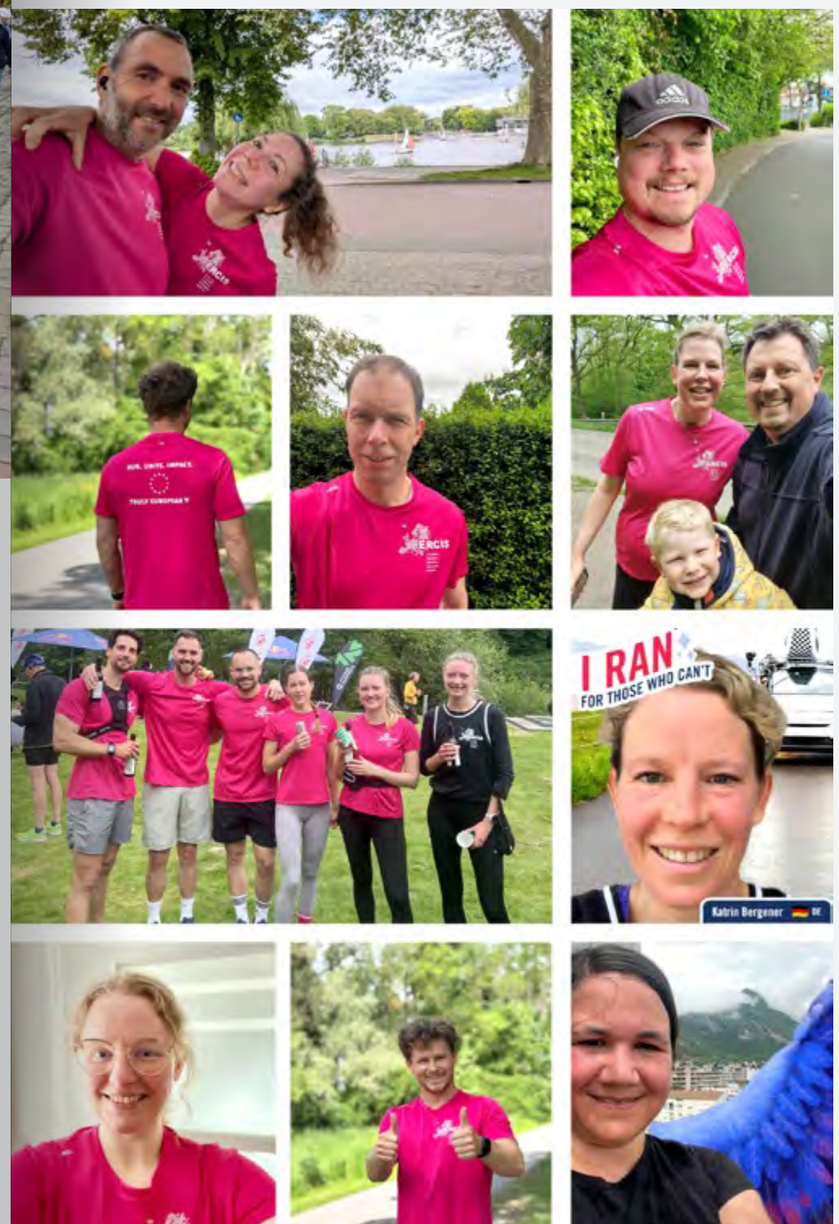
Far from a technological utopia, our research addresses a contested digital world where capabilities are utilized by injurious and ill-informed forces in society. A key study undertaken at CIM focuses on data, its un/reliability and the problems associated with policing dynamic issues. Other key areas of study include AI in criminal investigations, the use of VR as a form of abuse, and the use of digital tools in acts of violence against women and girls.

Relay Marathon

ERCIS
European Research Center for Information Systems

▲ *Leonardo-Campus Run Team*

▼ *Wings for Life Team*



THE ERCIS SPIRIT IN ACTION – A SPORTY YEAR FULL OF TEAM SPIRIT AND ENERGY

Collaboration and teamwork are at the heart of ERCIS – on and off the track. 2025 was an active year for our network, with ERCIS members lacing up their running shoes for several great events!

In May, ERCIS colleagues in different countries joined the Wings for Life Run, running for those who can't and contributing to a global cause. In June, our team took part in the Leonardo-Campus Run right here on our beautiful Münster campus, enjoying the sunshine, community spirit, and a bit of healthy competition. And in September, the ERCIS spirit shone once again at the Münster Relay Marathon: Armin Stein and Katrin Bergener joined forces with former colleagues and now Advisory Board members Lukasz Lis (viadee Unternehmensberatung AG) and Philipp Bergener (Provinzial Konzern) to tackle the relay marathon together. Meanwhile, Elena Gorbatschow represented ERCIS in the full marathon distance, proudly running in the ERCIS shirt. Her impressive solo effort complemented the team's relay performance.

A fantastic year that shows how the ERCIS network stays connected, active, and inspired, both professionally and personally! We're already looking forward to next year and hope to see even more ERCIS partners and colleagues joining us on the track. Let's keep the ERCIS spirit running!

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ICIST
2025

THE 31ST INTERNATIONAL CONFERENCE ON INFORMATION AND SOFTWARE TECHNOLOGIES – ICIST 2025

In mid-October, Kaunas University of Technology once again hosted one of Lithuania's most established international IT research conferences. The event stayed true to its core topics of software engineering, information systems, and cyber security. Over two days, participants followed a single, carefully curated program of 40 invited talks and paper presentations, ensuring no parallel sessions and no tough choices about which talk to attend. As usual, all sessions were open both to in-person and remote participation. Five key areas shaped this year's program: – Intelligent Methods for Data Analysis and Computer Aided Software Engineering, – Intelligent Systems and Software Engineering Advances, – E-Learning Methods and Technologies, – E-Health Information Systems, – Cyber Security.

ICIST proceedings are published by Springer as a part of Communications in Computer and Information Science (CCIS) series.

https://icist.ktu.edu/

RESEARCH CLUSTER

In 2021, the ERCIS network defined network clusters that serve as umbrella for its members to join forces.

They serve as incubators for project proposals, joint research and teaching activities, and joint policy-making in the respective areas.

PROCESS SCIENCE

PROCESS SCIENCE CLUSTER

Process science is the interdisciplinary study of socio-technical processes. Socio-technical processes involve a coherent series of changes over time, entailing actions and events that include humans and digital technologies. Scientific knowledge production builds on observations from practice and integrates both theoretical foundations as well as ethodologies. Process science builds on digital trace data as well as other data. We like to think of process science also as a post-disciplinary field, since it puts the phenomenon first – processes – and disciplinaries second, such as computer science, management science and information systems.

The ubiquitous availability of digital trace data, combined with advanced data analytics capabilities, offer new and unprecedented opportunities to study such processes through multiple data sources.

Process science is concerned with describing, explaining, and intervening in socio-technical change. It is based on four key principles; it (1) puts socio-technical processes at the center of attention, (2) investigates socio-technical processes scientifically, (3) embraces perspectives of multiple disciplines, and (4) aims to create impact by actively shaping the unfolding of socio-technical processes.

During the ERCIS Annual Workshop in St. Gallen, Switzerland, the Process Science Cluster held their first associated workshop with the aim to create a sustainable and collaborative structure that connects researchers and educators across ERCIS institutions around shared interests in process science. For this, the team led by members of the Corvinus University worked (and still works) on defining key areas, as well as a stable and future-oriented organizational structure for the cluster.

Furthermore, the cluster was very well represented at the 23rd International Conference on Business Process Management (BPM 2025) in Seville, Spain, co-organized by Adela del Río Ortega and Manuel Resinas.

Cluster leads contact info:

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Also, with the involvement of the ERCIS cluster, a new journal called Process Science was established. With Boudewijn van Dongen and Jan Mendling as editors-in-chiefs, it managed to attract a series of excellent publications until now! The website of the journal is here:
https://www.springer.com/journal/44311

RECENT PUBLICATIONS

Franzoi, S., Hartl, S., Grisold, T., van der, A. H., Mendling, J., & vom Brocke, J. (2025). Explaining Process Dynamics: A Process Mining Context Taxonomy for Sense-Making. Process Science, 2, 1–27.

Djurica, D., Kummer, T. F., Mendling, J., & Figl, K. (2023). Investigating the impact of representation features on decision model comprehension. European Journal of Information Systems, 34(1), 21–45.

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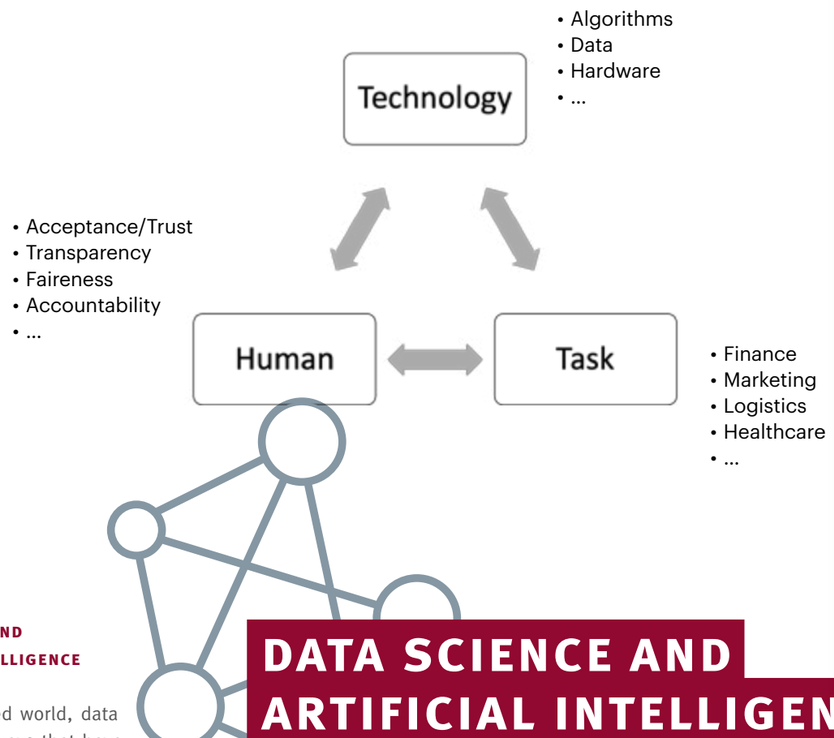
RESEARCH CLUSTER

"Data Science & AI"
A Socio-Technical View



DATA SCIENCE AND ARTIFICIAL INTELLIGENCE

DATA SCIENCE AND ARTIFICIAL INTELLIGENCE CLUSTER

In our networked world, data is collected in ways that have never been seen before. Extracting knowledge from this data and leveraging it to build intelligent systems will transform the way business, government, and science are conducted. Many people believe that AI will bring forth changes that will be much more profound than any other technological revolution in human history.

In Information Systems research, humans and their interaction with technology are traditionally important. This angle is especially relevant for enabling the real-world application of Artificial Intelligence, particularly in terms of AI safety and ethical concerns. Therefore, the mission of the ERCIS "Data Science & AI" cluster is to advance research, education, and practice on human-centered data science and AI to augment human capabilities and improve societal well-being. We explicitly take a socio-technical perspective on data science & AI, focusing on the intersection of technologies, humans, and tasks.

The cluster Data Science and Artificial Intelligence is headed by:

HEIKE TRAUTMANN is Professor of Machine Learning and Optimisation at Paderborn University. Her research mainly focuses on (Trustworthy) Artificial Intelligence, Machine Learning, Data Science, Automated Algorithm Selection and Configuration, Exploratory Landscape Analysis, (Multiobjective) Evolutionary Optimisation and Data Stream Mining. She is also (Guest) Professor of Data Science in the Data Management and Biometrics group at the University of Twente (NL).

OLIVER MÜLLER is Professor of Management Information Systems and Data Analytics at Paderborn University. His research interests focus on data-driven judgment and decision-making. This includes the design and use of machine learning solutions for supporting human judgment and decision-making, with a particular focus on the computational analysis of unstructured data (e.g., texts, images), as well as studying the acceptance and implications of data-driven decision-making in organizations.

MIKE PREUSS is an associate professor at LIACS, the Computer Science department of Leiden University. He works in AI, namely game AI, natural computing, and social media computing. He is well known for his works in evolutionary optimization, experimental methodology, and the pioneering drug discovery by means of an AlphaGo-inspired method.

HEAD QUARTERS

The ERCIS headquarters is located in Münster, Germany. All full professors of the department of information systems at the University of Münster serve in the board of the network and are active in the fields of information systems, computer science, data science, supply chain management, medical informatics, and law. Additionally, the management team at the headquarters works with the board to organise regular meetings, joint teaching endeavours, and research proposals with the network partners.

Universität Münster

PROF. DR. DR. H.C. JÖRG BECKER

INFORMATION SYSTEMS AND INFORMATION MANAGEMENT

The Senior Professorship of Information Management, led by Prof. Dr. Dr. h.c. Jörg Becker, continues the long-standing research tradition of the former Chair for Information Systems and Information Management at the University of Münster. As Prof. Becker transitioned to his Senior Professorship, the group streamlined its operation but maintains its core mission: the development and evaluation of new methods and the crucial transfer of results into practice, especially within services, e-government, and trade. Through deep integration into the European Research Center for Information Systems (ERCIS), the Professorship sustains a strong interdisciplinary approach, drawing on core competencies from Business Informatics, Computer Science, Business Administration, and Law.

The Professorship remains actively involved in national and international research projects, focusing on timely, high-impact scientific results. Our findings are disseminated through esteemed international channels, including renowned journals such as BISE (Business & Information Systems Engineering), BPMJ (Business Process Management Journal), and GIQ (Government Information Quarterly), and at prestigious conferences including ICIS (International Conference on Information Systems), ECIS (European Conference on Information Systems), and HICSS (Hawaii International Conference on System Sciences).

RESEARCH FOCUS

The core research agenda has persisted and deepened under the Senior Professorship, with three established, interconnected focus areas.

Conceptual Modeling remains the foundational focus, serving as the primary methodology for describing, designing, and restructuring Information Systems. This enables strategies for business process improvement, software deployment, and compliance management. We focus on process and data modeling to advance both theoretical foundations and practical applications.

E-Government remains a pivotal application domain. We examine administrative processes and services within governmental and intergovernmental organizations, exploring interactions between entities, citizens, and businesses through ICT. Our work combines strategic management with process management and economic sustainability, covering front-office and back-office operations from content, technical, and conceptual perspectives.

Our research on Smart Cities leverages ICT advances to enhance efficiency, information sharing, and service quality within core city constituents: Retail, government, mobility, and energy. Our key interest is developing integrated and configurable reference models for these areas, advancing both scientific knowledge and practical value.

CURRENT RESEARCH PROJECT

The DFG research group “Digital Medium-Sized City of the Future” (FOR 5393) continues to explore how medium-sized cities address digitalization challenges and develop digital tools to enhance the quality of life. The project concentrates on four key structural sectors: civil society and social services, government and administration, economy and energy, and education and culture. Prof. Becker, Dr. Koddebusch, and Patrick Nguyen from our Professorship are actively participating.

SELECTED PUBLICATIONS

Becker, T., Koddebusch, M. (2026). In Search of Digital Talent: Evidence from Public Sector Job Advertisements in Germany Using LLM-Enabled Competence Classification. In: Hofmann, S., et al. Electronic Participation. ePart 2025

Weis, S., Montsch, C., Delpechithrage, T., Nguyen, B.A.P. (2026). From Regulation to Implementation: Understanding the Impact of the EU AI Act on Public Sector Institutions in Germany. In: Hofmann, S., et al. Electronic Participation. ePart 2025

Kruse, P., Reiners, S., & Elmer, J. (2025). From Chance to Systematization: Shedding Light on the Formation Phase of University-SME Cooperation. In Smith, B. K., & Borge, M. (Eds.), Learning and Collaboration Technologies Held as Part of the 27th HCI International Conference, HCII 2025

► ***https://www.wi.uni-muenster.de/department/is***

DIGITAL INNOVATION AND THE PUBLIC SECTOR

PROF. DR. TOBIAS BRANDT

DIGITAL INNOVATION & THE PUBLIC SECTOR

The Digital Innovation and the Public Sector (DIPS) group at the Department of Information Systems focuses on the impact of the digital transformation at the intersection of the public and private sectors with the civil society. Closely affiliated with the REACH start-up center of the university, we place a particular emphasis on the role of innovation and entrepreneurship in this context. Major current research streams of the group include the digital transformation of the public sector, data-driven improvement of urban services, emerging platform ecosystems in healthcare, and the intersection of IT strategy and sustainability.

With the start of 2025, all teaching modules created through the Digital Innovation for Sustainable Development (INNO4S) project have been released to the public. More information on the use of the modules and additional resources can be found on the project website (https://www.inno4s.org/). Our work on the Erasmus+ project CURATE, in which we develop an AI-focused incubator program with various European partners within the Ulysseus university alliance, continued with two bootcamps. In April, Shariga Sivanathan, Tobias Brandt, and several students from the department went to Košice for a deep dive on entrepreneurship and AI skills. In September, we were happy to welcome guests from Finland, Slovakia, France, and Austria in Münster for the final pitch event. Key elements from the course are being transferred into a MOOC setting over the coming months. Through our involvement in the DFG research unit Future Digital Towns, we continued to investigate the role of trust in improving liveability in medium-sized towns through digital technologies.

Further projects of the DIPS group reflect our commitment to translating research into practice and fostering innovation in the public sector. Within the BMFTR-funded MOTO project, we are implementing an information systems to support coordination and supervision at large all-day schools. The pilot phase in Altenberge has started at the end of 2025. The newly launched BMFTR-funded project SMARD-GOV investigates the legally compliant use of large language models in public administration, contributing to a more secure and transparent adoption of AI technologies. Finally, the start-up project Comuneo concluded its residency at the chair this year and entered the free market with its project and sustainability management solutions.

Members of the DIPS group presented their work at various conferences and workshops in 2025. This includes the AOM Annual Meeting in Copenhagen, ICIS 2025 in Nashville, and the INFORMS Annual Meeting in Atlanta. We also contributed to ECIS 2025, which was held digitally after the physical conference in Amman had to be suspended due to the Israeli-Iranian conflict.

SELECTED PUBLICATIONS

Näscher, H., Schaffner, J., & Koddebusch, M. (2025). ReflectAI: Design and Evaluation of an AI Coach to support Public Servants’ Self-Reflection. In: Electronic Participation Proceedings of 17th IFIP WG 8.5 International Conference (EGOV-CeDEM-EPART) (pp. 102–117). Krems, Austria: Springer.

Nowak, D., & Brandt, T. (2025). Trust after Times of Cyber Crisis. In: ECIS 2025 Proceedings

Stumkat, D., Schellhammer, S, & Stockhinger, J. (2025). Emergent Alignment: Exploring How Sustainability-IT Alignment Takes Shape in Practice. In: ICIS 2025 Proceedings.

► ***https://www.wi.uni-muenster.de/department/dips***

BUSINESS PROCESS MANAGEMENT

PROF. DR. JAN VOM BROCKE

Welcome to the world of processes! We are the process people. We make work and life run better: Not only in organizations, but also between organizations and in society. Not only for speeding up processes but also for creating more sustainable, more resilient and more enjoyable experiences.
We analyze processes based on digital trace data, understand processes through large-scale empirical studies, and innovate processes using modern technology, such as AI. As the chair of business process management, I cannot be prouder of our wonderful group, and their many amazing achievements.

Building future labs at ERCIS

We love to create opportunities to engage with our wonderful students, our partners from industry and society and our dear colleagues and friends from the international research community. As such, most outstanding in 2025, was the launch our amazing Flow Factory – an innovative AI research lab for processes in the financial service sector. We are deeply grateful for the trust and energy of the German Savings Bank Group to create these labs with us. The Flow Factory allowed us to welcome twenty wonderful and inspirational young researchers, and it provides us with a unique opportunity to research AI value creation in exciting real-world contexts.
We will further grow ERCIS Labs as an ideal to do high impact Information Systems research and education. In 2024 we had already started the "Future of Mobility Labs" in collaboration with Transdev, a leading international mobility service provider within the Rethmann Group. These labs are running fantastically, and they are so much fun: We co-develop forward-looking AI-inspired solutions, deeply involving our students and the international community, and we test these solutions in real-world products and cases.

A new design science research methodology

Designing innovative solutions to real world problems does not follow straight forward processes. The same is with Design Science Research (DSR). Our new MISQ paper proposes an innovative method to deal with complexity in DSR, published together with our ERCIS partners Tuure Tuunanen (Jyväskylä) and Robert Winter (St. Gallen). The echelonized DSR method (eDSR) allows for decomposing projects into smaller logically coherent self-contained parts, very much supporting collaborative research in our ERCIS Labs. The new methodology is unique to our ERCIS Labs Online first in 2024 and published in 2025; the paper already hit over 100 citations and is shaping future impactful design science research.

Innovating processes with AI

We use digital trace data and innovative AI technology to capture, understand and innovate processes. Together with international colleagues, we establish the field of Process Science and enable organizations to establish behavioral visibility and adaptive process capabilities. Together with Ina Sebastian and Stephanie Wörner (from MIT Massachusetts Institute of Technology), we investigate AI use patterns in organizations and provide specific guidance how to leverage AI for high performance processes. Together with Nicholas Berente (University of Notre Dame) and Thomas Grisold (WU Vienna), we investigate process complexity and provide actuatable measures to assess and manage complexity in organizations.

SELECTED PUBLICATIONS

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Benbya, H., Möhlmann, M., & vom Brocke, J. (2025). Expanding The Scope of IS Research Impact: A Framework and Guidelines. Journal of the Association for Information Systems (JAIS), online first.

Tuunanen, T., Winter, R., & vom Brocke, J. (2025). Dealing with Complexity in Design Science Research: Using Design Echelons to Support Planning, Conducting, and Communicating Design Knowledge Contributions. MIS Quarterly (MISQ), 48(2), 427–458.

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Franzoi, S., Hartl, S., Grisold, T., van der, A. H., Mendling, J., & vom Brocke, J. (2025). Explaining Process Dynamics: A Process Mining Context Taxonomy for Sense-Making. Process Science, 2, 1–27.

► **https://www.wi.uni-muenster.de/department/bpm**

MACHINE LEARNING AND DATA ENGINEERING

PROF. DR. FABIAN GIESEKE

RESEARCH

The Machine Learning and Data Engineering (MLDE) group focuses on developing efficient and scalable implementations of modern machine learning methods. Our research addresses key challenges such as reducing the computational resources required for the inference phase of large-scale deep learning models or accelerating training through distributed computing. Beyond advancing algorithms, we place a strong emphasis on bridging the gap between theory and practice by designing solutions that can be deployed in real-world, resource-constrained environments. This often involves close collaboration with experts from other domains, including large-scale satellite data analysis or modern energy systems. The group is part of the Department of Information Systems of the University of Münster and is led by Fabian Gieseke.

SELECTED PUBLICATIONS

Fayad, I., Zimmer, M., Schwartz, M., Ciais, P., Gieseke, F., de Truchis, A., Brood, S., Belouze, G., & d'Aspremont, A. (2025). DUNIA: Pixel-Sized Embeddings via Cross-Modal Alignment for Earth Observation Applications. In Proceedings of the 42nd International Conference on Machine Learning (ICML), Vancouver. (accepted / in press)

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Bernardino, P. N., Keersmaecker, W. D., Horion, S., Kerchove, R. V. D., Lhermitte, S., Fensholt, R., Oehmcke, S., Gieseke, F., Meerbeek, K. V., Abel, C., Verbesselt, J., & Somers, B. (2025). Predictability of abrupt shifts in dryland ecosystem functioning. Nature Climate Change, 15, 86–91.

Brandt, M., Chave, J., Li, S., Fensholt, R., Ciais, P., Wigneron, J.-P., Gieseke, F., Saatchi, S., Tucker, C. J., & Igel, C. (2025). High-resolution sensors and deep learning models for tree resource monitoring. Nature Reviews Electrical Engineering, 2, 13–26.

► **https://www.wi.uni-muenster.de/department/mlde**

› University of Münster – Information Systems and Supply Chain Management

PROF. DR.-ING.
BERND HELLINGRATH

INFORMATION SYSTEMS AND SUPPLY CHAIN MANAGEMENT

Our research group addresses challenges arising from increasingly complex and unpredictable modern supply chains. We contribute to research by closely examining current trends in digital supply chains and exploring how new technologies can be applied alongside opportunities created by digital transformation.

Our research activities are split into three main research areas: Supply Chain Digitalization, Supply Chain Integration, and Supply Chain Security and Crisis Management. Within the research area of Supply Chain Digitalisation, we address the challenges of digitalising supply chains and investigate how organisations can take advantage of the emerging opportunities. To achieve this, we explore topics such as digital maturity evaluation, production planning within Industrie 4.0, predictive maintenance, and data analytics-driven performance measurement. Additionally, research is being conducted on how supply chain digitalisation can be facilitated through the means of computational intelligence and supply chain analytics. Current research relates to the extension of predictive maintenance towards prescriptive maintenance, enabling the flexible integration of production and logistics planning with maintenance planning.

Dr. Renan Silva Santos joined our group as a visiting researcher in the summer of 2025. Coming from the Pontifical Catholic University of Rio de Janeiro, a long-term partner in supply chain research, he will work on advancing predictive maintenance toward Industry 5.0 through new modelling approaches. The research area of Supply Chain Integration is focused on the cross-functional integration within a company and along its supply chain. Supply Chain Integration is deemed inevitable for business success and sustainable competitive advantage. Hence, we investigate and extend state-of-the-art solutions like Sales&Operations Planning (S&OP) and develop concepts to facilitate their efficient industrial applications. This includes the application of methods from enterprise architecture management and the usage of business analytics, among others. In our current research, we are working on integrating SC risk management into S&OP, which shortens the time horizon under consideration and enables greater agility in the S&OP process. This approach is also known as Sales & Operations Execution.

The third research area Supply Chain Security and Crisis Management addresses challenges in uncertain and unsteady environments exposed to disruptive events. Our research activities are dedicated to understanding the use of IS to ensure a rigorous and relevant solution design and evaluation. The goal is to provide reference models and procedures to assess current and future scenarios by means of modelling, visualisation, analysis, and simulation. Current research topics encompass blood supply chain management, decision support systems for epidemics prevention and response, and the design and evaluation of humanitarian IS.

As part of the OptimAgent consortium, we lead the technical development of GEMS, a high-resolution agent-based model simulating infectious disease spread in Germany. Integrating population, mobility, and health data, GEMS evaluates interventions like vaccinations or school closures. Released open source in February, it was presented at a workshop at MONID25 with 50 participants and is set to become a key platform for future research collaborations. In 2025, the Interdisciplinary Centre for Mathematical Modelling of Infectious Diseases (IMMIDD) was founded at the University of Münster to advance interdisciplinary modelling and link computer-based models with health policy. Jointly established by the Departments of Information Systems, Medicine, and Physics, it brings together diverse expertise to develop shared models and methods. Prof. Hellingrath represents Information Systems on the board. In October, Prof. Daniel Vilella from Fiocruz joined as a visiting researcher to integrate his epidemic modelling approaches with those from the OptimAgent project.

The results of our completed research project PROGNOSIS were presented at MONID25 (Berlin) and ISCRAM25 (Halifax). Within the project, HosNetSim, a simulation tool to test and improve the resilience of medical supply chains during crises, was developed. It lets hospitals and authorities explore scenarios like stockpiling or mutual aid and assess effects on supply and response times. By linking to epidemiological models, HosNetSim supports coordinated epidemic responses.

► ***https://www.ercis.org/l/scm***

ERCIS LOCATIONS

ERCIS locations are research institutions mainly from Europe, but also from around the world, that have long-standing connections with the network. All ERCIS locations are outstanding Information Systems institutions, and, more importantly, the personal relations and close ties between the researchers lead to short communication lines and reliable structures for joint research endeavours.

› Queensland University of Technology – Centre for Future Enterprise

QUEENSLAND UNIVERSITY OF TECHNOLOGY
CENTRE FOR FUTURE ENTERPRISE

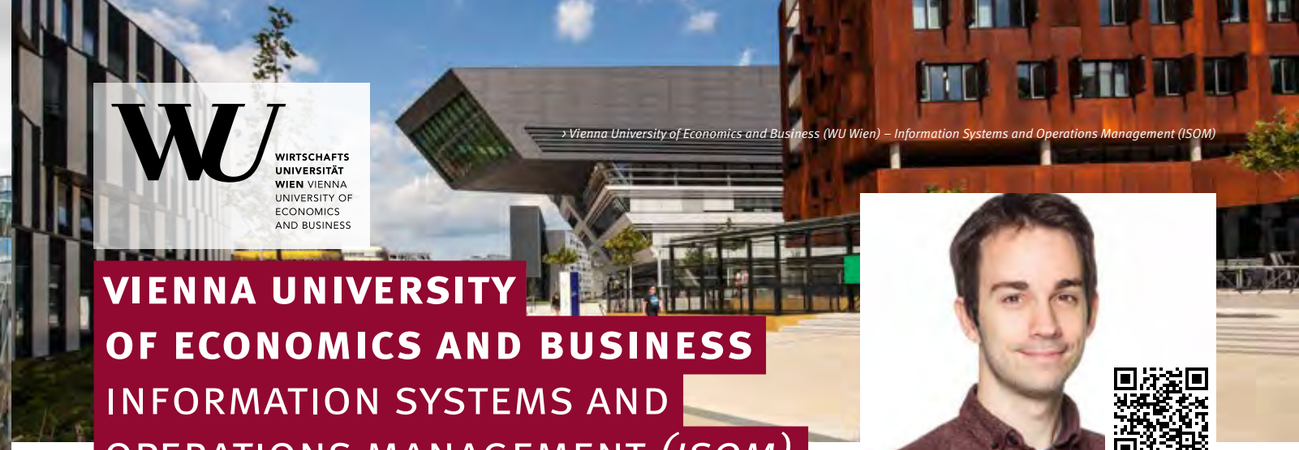
PROF. DR. MICHAEL ROSEMANN
Queensland University of Technology, Australia

RESEARCH PROJECTS

Navigating Tomorrow's Business Opportunities is the purpose of QUT's Centre for Future Enterprise (CFE). Our research aims to shape new and identify emerging opportunities for future leaders and their organisations. Our pursuit of this aim is guided by three missions: co-create impact, shape the global discourse and empower Next-Gen leaders. This requires a sharp focus of our research attention and for this CFE is structured in four research themes. CFE's research ensures future enterprises can anticipate and withstand changes (the robust enterprise), can manage, govern and ultimately benefit from the co-existence of humans and machines (the algorithmic enterprise), can explicitly design and capitalise on trusted solutions (the trusted enterprise), and define and use tensions for a thriving future (the paradoxical enterprise). Our Centre has 24 Chief Investigators on all levels of academic seniority, a vibrant group of dedicated postdoctoral fellows and more than 40 research students (PhD and Masters by Research). We work closely with international academic (e.g., MIT, TU Munich, ERCIS members) and corporate partners (e.g., Cisco, SAP, IBM), and regularly welcome and host visitors at our state-of-the-art facilities at Gardens Point campus. Our Adjunct Professors Christoph Buck, Shirley Gregor, Jan Recker, Toby Walsh and Rick Watson provide important, complementary capability and are essential for the ongoing research uplift in our Centre.

In 2025, we launched a new Futures Unlocked series in which on a monthly base academic and professional experts present methods and approaches to develop futures literacy. Moderated writing retreats, our bi-annual HDR colloquium and weekly Open Mic sessions facilitate a collegial community characterised by mutual support and shared research questions.

► *https://www.ercis.org/l/qut*



› Vienna University of Economics and Business (WU Wien) – Information Systems and Operations Management (ISOM)

VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS
INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT *(ISOM)*

DJORDJE DJURICA, PHD

UNIV. PROF. THOMAS GRISOLD, PHD
Vienna University of Economics and Business, Austria

ABAUT WU VIENNA AND THE DEPARTMENT FOR IS AND OPERATIONS MANAGEMENT

Since 2015, the Vienna University of Economics and Business (WU Vienna) has held triple accreditation (EQUIS, AACSB, AMBA) – a distinction earned by fewer than 1 % of universities worldwide.

The Department of Information Systems and Operations Management (ISOM), comprising 106 members including ten full professors with equal gender balance, studies socio-technical phenomena across data science, AI, information systems, ethics, logistics, and sustainability, integrating technical and organizational perspectives on digital transformation.

An active ERCIS member, ISOM collaborates with partners in Münster, St. Gallen, Berlin, Liechtenstein, Brisbane, and Stevens Institute of Technology on topics such as process mining, ethical BPM, and affect-oriented redesign. Since August 2025, Thomas Grisold has served as Professor of Information Systems and Applied AI.

ISOM also contributes to WU's bachelor's program, leading the STEOP orientation phase and the Foundations of Information Systems course leads two master's programs:

- The interdisciplinary Master's in Digital Economy prepares students to design digital ecosystems and contribute to responsible digital transformation.
- The Master's in Supply Chain Management remains among the world's top programs, ranked 1st in Europe and 2nd globally in the 2025 QS SCM ranking.

SELECTION OF CURRENT RESEARCH INITIATIVES

Competence Center for Applied AI and Scientific Computing – A cross-disciplinary initiative uniting researchers from the Departments of ISOM, Finance, Accounting and Statistics, and Marketing. The center brings together AI researchers and practitioners to develop innovative solutions, translate research into applications, and assess the societal and organizational impact of AI.

Future Foundation (lead: Sarah Spiekermann) – An interdisciplinary forum of distinguished experts developing guidelines for addressing urgent questions about the good life in a digital and AI-shaped world. It focuses on protecting human dignity and designing human-centered, democratic digital transformation.

COE 12 – FWF Cluster of Excellence Bilateral AI (lead: Axel Polleres; 2024–2029; FWF) – Combining sub-symbolic (machine learning) and symbolic (knowledge representation and reasoning) approaches, this cluster advances the foundations of Broad AI—systems able to draw their own conclusions and exhibit comprehensive cognitive abilities.

CREATE_AT – Circular Business Models and Supporting Policies for Timber Supply Chains (lead: Lena Silbermayr; 2024–2027; FFG) – CREATE_AT supports Austria's construction industry in its transition to a circular economy by promoting timber as a sustainable alternative to fossil-based materials. Aligned with the European Green Deal and UN SDGs, the project develops circular business models and policy recommendations to foster sustainable transformation.

SELECTION OF RECENT PUBLICATIONS

Grisold, T., Berente, N., & Seidel, S. (2025). Guardrails for Human-AI Ecologies: Norm-Based Coordination and Design for Predictability. MIS Quarterly, forthcoming.

Djurica, D., Kummer, T. F., Mendling, J., & Figl, K. (2025). Investigating the impact of representation features on decision model comprehension. European Journal of Information Systems, 34(1), 21–45.

David, R., Ahmeti, A., Ahmetaj, S., & Polleres, A. (2025). OWL strict: A Constrained OWL Fragment to Avoid Ambiguities for Knowledge Graph Practitioners. In European Semantic Web Conference (pp. 47–64). Cham: Springer Nature Switzerland.

Thomas, Z. H., Williams, E. D., Surana, K., & Edwards, M. R. (2025). Assessing innovation in the nascent value chains of climate-mitigating technologies. Environmental Research Letters, 20(9), 095009.

► *https://www.wu.ac.at/en/isom*

› KU Leuven – Public Governance Institute

KU LEUVEN
PUBLIC GOVERNANCE INSTITUTE

PROF. DR. IR. JOEP CROMPVOETS
KU Leuven, Belgium

Situated in Belgium, in the heart of Western Europe, KU Leuven has been a centre of learning for nearly six centuries. Today, it is Belgium's largest university and, founded in 1425, one of the oldest and most renowned universities in Europe. KU Leuven is a research-intensive, internationally oriented university that carries out both fundamental and applied research. It is strongly inter- and multidisciplinary in focus and strives for international excellence. Following the integration of the university colleges, the 'entire' KU Leuven counted more than 65,000 students (2025). The largest student populations are found in the faculties of Economics and Business, Medicine, Engineering Technology, Arts, and Law. Students from approximately 165 countries study at KU Leuven.

The KU Leuven Public Governance Institute has as the mission to gain knowledge and insight regarding politics, administration and public policies on local, regional, federal, European and international levels. We intend to make scientific contributions to an improvement in the policy-making, organization and management of public administrations. The KU Leuven Public Governance Institute is an internationally oriented and interdisciplinary research institute that focusses on different aspects of public governance. Both fundamental and applied research are part of our activities, with special attention on theory, empirical research and practice. Comparative research in particular is one of our core competencies.

Public Governance Institute focuses on three distinguishable but partly overlapping clusters within the public governance domain: 1) Politics, citizens and policies: this research cluster focuses on the understanding of the relationship between governments, citizens and policy practices; 2) Administrative organization and HRM: this cluster focuses on the changes in the governmental landscape and the way in which the government handles its human capital; 3) Management of information, performance and finance: this cluster focuses on research about methods and approaches to manage, use and exchange information by governments in the policy, management and financial cycles. This may be within as well as between administrative organizations, but also across and between governments.

SELECTED RELEVANT PUBLICATIONS

S Dedović, J Crompvoets (2025). Delving into the governance of cross-border interoperability solutions in the EU JeDEM-eJournal of eDemocracy and Open Government 17 (2), 65-89

S Mahula, E Tan, J Crompvoets, P Timmers (2025). What motivates public sector organisations to use blockchain? International Journal of Public Sector Management 38 (1), 118-138 U Roehl, J Crompvoets (2025), Inside algorithmic bureaucracy: Disentangling automated decision-making and good administration Public Policy and Administration 40 (2), 322-350 C Santoro,

CC Flores, A Zuiderwijk, J Crompvoets (2025). Open Data and Equity: Naming the Issues, Blaming the Causes, and Claiming Solutions. An Exploratory and Interdisciplinary Systematic Literature Review Information Polity, 15701255251367168

S Yu, L Cornips, T Steen, S Giest, J Crompvoets, A Rajabifard, J Aryal, T Jukić (2025). Researching or researching with the public? A systematic review on knowledge co-production through citizen science Science and Public Policy, scae053

► ***https://soc.kuleuven.be/io/english***

› University of São Paulo (USP) – School of Arts, Sciences and Humanities (EACH)

UNIVERSITY OF SÃO PAULO
SCHOOL OF ARTS, SCIENCES AND HUMANITIES

PROF. DR. MARCELO FANTINATO
University of São Paulo,
Brazil

The University of São Paulo (USP), established in 1934, is Brazil's premier institution for higher education and research, representing over 20% of the nation's research output. Operating across seven campuses, USP offers more than 250 undergraduate and graduate programs to nearly 100,000 students. The School of Arts, Sciences and Humanities (EACH), established in 2005, hosts interdisciplinary programs, including Information Systems.

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USP has two other notable units focusing on information systems: the Institute of Mathematical and Computer Sciences (ICMC) in São Carlos and the School of Philosophy, Science, and Literature (FFCLRP) in Ribeirão Preto. With a combined faculty of over 100 researchers, USP contributes significantly to diverse computing fields, from artificial intelligence and big data to robotics and web systems. The university is at the forefront of impactful research, producing almost 50 research papers daily, with a particular emphasis on applied computing, including areas like bioinformatics, machine learning, and social networks.

CURRENT RESEARCH PROJECTS

Process Mining: Optimizing business processes is vital for achieving organizational strategic goals. This project explores advanced process knowledge using machine learning and computational intelligence. Ongoing works focus on process discovery, quality metrics, concept drift, interpretability and explainability, prediction and prescription, bias and fairness, LLMs, trace clustering, graph embeddings, sequencial association rules, semantic parsing, plain language, and OCEL, aiming at process and organizational improvement across both private and public organizations, including governmental entities.

Social Robotics: Social robots are designed to enhance human activities by providing interactive support. This project explores their role in assisting specific groups across diverse contexts. Key applications include diagnosing depression in older adults, promoting activities that support mental well-being, improving cognitive engagement, and serving as mentors for digital literacy. The project focuses on leveraging social robotics to address unique needs and foster meaningful social interactions, ultimately aiming to improve quality of life.

SELECTED PUBLICATIONS

Richter, T., Fantinato, M., Thom, L. H., Enhancing business process clarity: enabling the development of more understandable BPMN models through prioritized guidelines. Business Process Management Journal, pp. 1-33, 2025.

Almeida, M. P., Delgado, K. V., Peres, S. P., Fantinato, M., Alignment-based conformance checking for stochastic Petri nets. Künstliche Intelligenz, pp. 1-20, 2025.

Pita, M. A. B., Fantinato, M., Hung, P. C. K., An integrated social robot and virtual assistant solution to support medical management for older adults. Expert Systems 42, pp. 1-14, 2025.

Neubauer, T. R., Peeperkorn, J., Weerdt, J., Fantinato, M., Peres, S. P., Enhancing remaining time prediction in business processes through graph embedding. 58th Hawaii International Conference on System Sciences, pp. 1168-1177, 2025.

Castro, D. S., Costa, M. C. B., Fantinato, M., Business process design support with automated interviews. 27th International Conference on Enterprise Information Systems, 2025.

Yamate, B., Neubauer, T. R., Fantinato, M., Peres, S. P., Applying text-to-SQL In process mining: leveraging natural language for data insights. 13rd World Conference on Information Systems and Technologies, 2025.

► ***https://www.each.usp.br***

› Charles University, Faculty of Mathematics and Physics – Department of Software Engineering

CHARLES UNIVERSITY
DEPARTMENT OF SOFTWARE ENGINEERING

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PROF. RNDR. JAROSLAV POKORNÝ, CSC
Charles University,
Czech Republic

RESEARCH PROJECTS

The Department of Software Engineering focuses on teaching and research in the field of software and database systems and their applications. The department has several research groups working on topics ranging from multimedia retrieval, recommender systems, semantic web and linked data technologies, knowledge graphs, data integration, big data, bioinformatics applications, to cloud computing and high-performance parallel systems. Research is conducted within national and European basic research, applied and contract research projects. The department provides courses for undergraduate and graduate students in software and data engineering programs.

Multimedia Retrieval – Includes multimedia data in social media applications, video streaming services, digital libraries as well as in specialized medical or industrial fields. Their primary representation is semantically unstructured. Many of these techniques are based on machine-learning models.

Data on the Web – Working with data on the Web is difficult due to numerous issues which an interested data consumer can come across, the main ones being data interoperability issues on various levels of abstraction. The research is focused on a set of techniques and tools for proper publishing and consumption of data on the Web.

Multi-model databases – Relatively recently emerged NoSQL and other modern DBMS allow to deploy databases based on other logical models than just the traditional relational ones. Therefore, the research is focused on various aspects of efficient and unified management of multi-model data, including conceptual modelling, schema inference, unified querying, or evolution management.

Bioinformatics – The research in bioinformatics focuses on the development of software tools applicable mainly in the domain of structural bioinformatics and visualization. These include tools for protein binding site detection, with the application in computational drug discovery, or tools for visualization of the structure of macromolecules.

Compilers – Compiler technology has enabled to make it easier for software developers to write correct and performant code. Our research activities include: specialized code generators for performance-critical code, Compiler support for dynamic languages, Languages for big-data, and translation between domain-specific languages.

High performance computing (HPC) – HPC research activities and topics of interest include multi-core CPUs and NUMA servers, many-core GPUs and GPGPU computing, emerging parallel architectures, distributed computing.

Research Software Engineering (RSE) – RSE helps scientists improve and speed up their code by up to several orders of magnitude, making it possible to process much larger volumes of data in the same amount of time.

PUBLICATIONS

S. Kwon, J. Safer, D.T. Nguyen, D. Hoksza, P. May, J. A. Arbesfeld, A. F. Rubin, A. J. Campbell, A. Burgin, S. Iqbal: Genomics 2 Proteins portal: a resource and discovery tool for linking genetic screening outputs to protein sequences and structures. Nature methods 21, pp. 1947–1957, 2024

Ch.P. Feidakis, R. Krivak, D. Hoksza, M. Novotny: AHoJ-DB: A PDB-wide Assignment of apo & holo Relationships Based on Individual Protein–Ligand Interactions. Journal of Molecular Biology. Vol. 436, Issue 17, pp. 1–9, 2024

P. Koupil, D. Crha, I. Holubová: A universal approach for simplified redundancy-aware cross-model querying. Information Systems, Vol. 127, January 2025, pp. 52–56.

P. Dokoupil, L. Boratto, L. Peška: User Perceptions of Diversity in Recommender Systems. UMAP'24: Proc. of the 32nd ACM Conference on User Modeling, Adaptation and Personalization, pp. 212–222, 2024

L. Joos, B. Jäckl, D.A. Keim, M.T. Fischer, L. Peška, J, Lokoč: Known-Item Search in Video: An Eye Tracking-Based Study. In: ICMR'24: Proc. of the 2024 International Conference on Multimedia Retrieval, pp. 311–319, 2024

► ***https://www.ksi.mff.cuni.cz/***

› Tallinn University of Technology – Ragnar Nurkse Department of Innovation and Governance

TALLINN UNIVERSITY OF TECHNOLOGY
RAGNAR NURKSE DEPARTMENT OF INNOVATION AND GOVERNANCE

PROF. DR. VEIKO LEMBER
Tallinn University of Technology,
Estonia

The Ragnar Nurkse Department of Innovation and Governance (RNI) at TalTech School of Business and Governance is Estonia's premier interdisciplinary research centre and a globally recognized hub for public administration, digital governance, and innovation studies. RNI unites top Estonian and international researchers to explore governance models, digital transformation, smart city solutions, fiscal governance, innovation policy, and the critical and ethical dimensions of technology. With BA, MA, and PhD programs, RNI is the only institution in Estonia offering comprehensive education in these fields, contributing significantly to the region's expertise in public administration and digital governance. The Ragnar Nurkse Department is a member of leading research communities, including the International Public Policy Association (IPPA), the OECD Schools of Government network, the European Network of Public Administration (ENPA), and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACee).

SELECTED PROJECTS

- FinEst Centre for Smart Cities *(https://finestcentre.eu/)* is an international research and development centre, focusing on creating smart, human-centric, and resilient environment that empower people to lead happy, fulfilling lives.
- PADST *(https://padst.eu)* is a Horizon Europe supported project advancing European knowledge base on public administration capabilities for the twin sustainability and digital transition by implementing joint research actions, organizing knowledge exchange initiatives and preparing a new generation of early-career researchers.
- Energy Efficiency Center of Excellence *(https://ener.ee)* is interdisciplinary CoE combining engineering, social, data sciences and economics with central focus on energy performance of buildings and districts, electrification and flexibility, renewable energy generation and storage, energy saving measures and business models with their socioeconomic and regional impacts.

PUBLICATIONS

Kattel, R., Drechsler, W. and Karo, E., (2022). Innovation bureaucracies: Agile stability creates the entrepreneurial state. Yale University Press.

Kaun, A., Larsson, A.O. and Masso, A., 2024. Automating public administration: citizens' attitudes towards automated decision-making across Estonia, Sweden, and Germany. Information, Communication & Society, 27(2), pp.314-332.

Kostakis, V., Pazaitis, A. and Liarokapis, M., 2023. Beyond high-tech versus low-tech: A tentative framework for sustainable urban data governance. Big Data & Society, 10(1).

Lember, V., Brandsen, T. and Tõnurist, P. (2019). The potential impacts of digital technologies on co-production and co-creation. Public Management Review, 21(11), pp.1665-1686.

Randma-Liiv, T., Bortkevičiūtė, R., Lember, V., Valtenbergs, V. and Nakrosis, V., 2025. Advancing Citizen Engagement Through Digital Tools: A Comparative Study of the Baltic States. International Journal of Public Administration, pp.1-16.

Wouters, S., Janssen, M., Lember, V. and Crompvoets, J., 2023. Strategies to advance the dream of integrated digital public service delivery in inter-organizational collaboration networks. Government Information Quarterly, 40(1).

► ***https://taltech.ee/nurkse***

› Turku School of Economics – Department of Management and Entrepreneurship

PROF. MATTI MÄNTYMÄKI

PROF. REIMA SUOMII
Turku School of Economics,
Finland

UNIVERSITY OF TURKU

TURKU SCHOOL OF ECONOMICS
DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP

Our research falls under two synergistic areas

- Management and governance of information technology (IT), currently with a particular focus on the governance and social responsibility of artificial intelligence (AI)

- Diffusion, adoption, and use of IT and its implications for people and societies

Our team publishes in leading IS journals, such as the Journal of the Association for Information Systems, Information Systems Journal, European Journal of Information Systems, and the Journal of Strategic Information Systems.

We collaborate with a wide range of partners and stakeholders, including large companies, public-sector organizations, SMEs, and non-profit organizations. Our research projects have received funding from, for example, the EU, Business Finland, and the Finnish Research Council. We actively explore new collaboration opportunities.

KEY RESEARCH GROUPS

- Artificial Intelligence Governance and Auditing (AIGA)
- Digital Economy and Society (DES)
- Future Ethics
- Work Informatics (WI)

KEY PUBLICATIONS

Laine, J., Minkkinen, M., & Mäntymäki, M. (2025). Understanding the ethics of generative AI: Established and new ethical principles. Communications of the Association for Information Systems, 56(1), 7.

Alshahrani, A., Griva, A., Dennehy, D., & Mäntymäki, M. (2025). The role of leadership and communication in AI assimilation: case studies from Saudi Arabia's public sector organizations. Transforming Government: People, Process and Policy.

Baiyere, A., Salmela, H., Nieminen, H., & Kankainen, T. (2025). Assessing digital capabilities for digital transformation—The MIND framework. Information Systems Journal, 35(1), 6-38.

Heikkilä, M., Heikkilä, J., & Ahmad, F. (2025). Data-Driven Business Model Innovation in Europe: Ethical Data Practices and Ecosystem Involvement. Systems, 13(3), 164.

Jiang, Z., Cao, G., Suomi, R., & Zha, D. (2025). Health anxiety and related factors among the rural population: A cross-sectional study in China. Journal of Health Psychology, 30(11), 3017-3031.

Long, T., & Suomi, R. (2025). Perceived Value and User Features in Continuance Intention to Use Theme Park Apps. Pacific Asia Journal of the Association for Information Systems, 17(2), 2

M Hossain, F Ahmad, M Aleem, A Bask, M Rajahonka (2025). Emerging technologies in sharing economy: a review and research agenda. Technological Forecasting and Social Change, 218(1), 124218

Tandon, A., Laato, S., Islam, N., & Dhir, A. (2025). Social comparisons at social networking sites: how Social Media-induced fear of missing out and envy drive compulsive use. Internet Research, 35(2), 691-718.

DOCTORAL THESES

Söderlund, Riitta: Actionability of public waiting time reporting – exploratory research in Finland's public primary oral healthcare

Huang, Rong: Artificial intelligence-based robots for individual well-being: A Multiple-Case study

Long, Ting: Forecasting future events with publicly accessible online data: A Study on Finnish parliamentary elections from 2015 to 2023 Vepsäläinen, Tapio Individuals' continuance intention of theme park mobile apps

Salla Westerstrand: Ethics and Democratic Resilience in the Age of Pervasive Digital Systems – A Rawlsian Approach

► ***https://www.ercis.org/l/turku***

› KEDGE Business School – Department of Management

KEDGE BUSINESS SCHOOL
DEPARTMENT OF MANAGEMENT

PROF. DR. ELEONORA VEGLIANTI
Kedge Business School,
France

KEDGE Business School is a benchmark French business school with 4 campuses in France (Paris, Bordeaux, Marseille and Toulon), 5 international associated campuses, 2 in China (Shanghai and Suzhou), 2 in Africa (Senegal, Ivory Coast), 1 in India (Mumbai) and 4 associated campuses in France (Avignon, Bastia, Bayonne, Mont-de-Marsan).

TRAINING PROGRAMMES

KEDGE BS offers a portfolio of 36 management and design programmes for students and industry professionals. It also provides tailor-made educational programmes for businesses at national and international levels.

KEDGE training programmes:

- General management programmes
- Design programme
- Preparation for the DCG (equivalent to an undergraduate degree) and DSCG (equivalent to a master's degree) in accountancy
- Rotational work-study programmes
- Specialist programmes: MSc and Specialised Masters courses
- Intra- and inter-company training programmes
- An Executive MBA

RESEARCH

Teacher-researchers at KEDGE contribute to furthering knowledge in management through fundamental and applied research. They are behind the production of publications, works, conferences and more which puts the school in 1st place for research in the French Business Schools rankings.

The school is internationally recognised for the management research it conducts in the areas covered by its research centres.

CENTRES OF EXCELLENCE

- Marketing & new consumption
- Corporate Social Responsibility
- Supply Chain
- Food, wine & Hospitality

CENTRE OF EXPERTISE

- Healthcare & innovation
- Creative Industries & Culture
- Finance reconsidered

The research emerging from the school contributes to enhance the quality of its teaching, the performance of companies and public bodies, and increase knowledge within the academic management community.

ACKNOWLEDGEMENTS

The Executive MBA offered by Kedge Business School came 39th in the Financial Times' European Business School rankings and 31th in the world. Kedge Business School is ***AACSB***, ***EQUIS*** and ***AMBA*** accredited, recognised and approved by the French government, and a member of the Conférence des Grandes Ecoles in France.

► ***https://www.ercis.org/l/kedge***

› Athens University of Economics and Business – Department of Management Science and Technology

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS
DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

PROF. NANCY POULOUDI
Athens University of Economics and Business, Greece

Athens University of Economics and Business (AUEB), founded in 1920, is Greece's leading higher education institution for business and economics research and education. The Department of Management Science and Technology (DMST), established in 1999, is the youngest of AUEB's 8 departments and offers an interdisciplinary 4-year degree that has the highest demand nationally in the area of business and computing. It is unique in its specialization in Greece, combining modern management science with computer and communication technologies, information systems, entrepreneurship and organizational studies. At postgraduate level, the Department offers an MSc in Management Science and Technology, an MSc in Business Analytics (taught in English), the MBA International program (taught in English), and a Professional Master's Program MSc in Digital Transformation, which is a collaboration between the Department and Eurobank Group. Additionally, the Department supports AUEB's Executive MBA, the MSc Program in Human Resources Management, the MSc in Public Policy and Management and the MSc in International Shipping, Finance and Management (taught in English) and offers a Doctoral Program in Management Science and Technology.

SELECTED RESEARCH PROJECTS

Plooto – Product Passport through Twinning of Circular Value Chains (GA no. 101092008): Plooto delivers a Circular and Resilient Information System (CRIS) to support manufacturers in their green, digital and circular transition. The CRIS enables waste reduction and end- to-end traceability of Secondary Raw Materials (SRM) through interconnected digital services for real-time decision-making, monitoring and certification of materials and products, utilizing Digital Twins and advanced services/ governance models and Digital Product Passports.

MODAPTO – Modular manufacturing and distributed control via interoperable Digital Twins (GA No101091996): MODAPTO develops Digital Twins for any modular production that collaborate with each other to enable intelligent and distributed control and provides a Toolkit for optimal modular production and reconfiguration that facilitates seamless module integration by advancing DT standards and interoperability

Tec4MaaSEs – Technologies for Manufacturing as a Service Ecosystems (GA no 101138517): Tec4MaaSEs develops a network of trustworthy and cognitive digital twins, enabling collaborative work within value networks. This facilitates manufacturing as a service, or MaaS, where production is offered as a service. The T4M comprehensive framework enhances resilience and sustainability through continuous evaluation, addressing supply and demand variations. Flexible adaptation, innovative business models and a governance framework ensure trust, resource sharing and coordination.

SELECTED PUBLICATIONS

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Ntousi E, Lazaris C, Katiaj P, Koukopoulos A. (2025), Directed Consumer-Generated Content (DCGC) for Social Media Marketing: Analyzing Performance Metrics from a Field Experiment in the Publishing Industry. Systems. 13(2)124.

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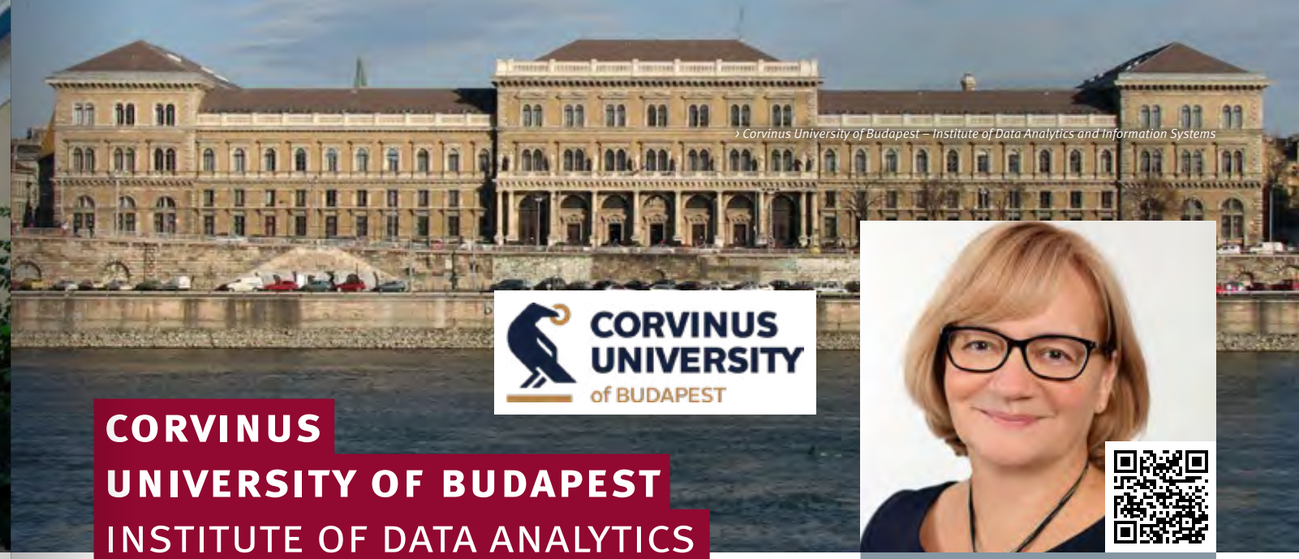
► **https://www.dept.aueb.gr/dmst**



› Corvinus University of Budapest – Institute of Data Analytics and Information Systems

CORVINUS UNIVERSITY OF BUDAPEST
INSTITUTE OF DATA ANALYTICS AND INFORMATION SYSTEMS

PROF. DR. ANDREA KŐ
Corvinus University of Budapest, Hungary

The Institute of Data Analytics and Information Systems (IDAIS) aspires to be a leading knowledge hub in Hungary in the fields of data science, theoretical and applied mathematics, business informatics, and statistics, while also standing out as a center of excellence within the wider region.

The Institute is structured around six departments: Computer Science, Infocommunication, Information Systems, Mathematics, Network Science, and Statistics. It maintains close collaboration with the Doctoral School of Economics, Business and Informatics, strengthening its academic and research activities.

Research at IDAIS is driven by eleven dedicated teams, including the Center for Cognitive Infocommunications, Corvinus FinTech Center, Digital Transformation Center, and Network Science Center, among others.

RESEARCH PROJECTS

AI Next: New Paradigm in AI Transformation & Application (2024-1.2.3-HU-RIZONT-2024-00030) is a two-year research project running from 2025, exploring the transformative impacts and practical applications of artificial intelligence. The project is conducted in collaboration with The Chinese University of Hong Kong and the University of Washington.

COLINE – Complex Links of Neighbourhoods (Driving Urban Transition, HORIZON- CL5-2021-D2-01-16) commenced in 2025 and focuses on reshaping urban living through the integration of architecture, mobility, and economics to foster sustainable cities. By leveraging mobile data and artificial intelligence, the project aims to enhance neighbourhood amenities, mitigate segregation, and advance climate objectives.

The Hungarian Association of CIOs and the Institute of Data Analysis and Informatics at Corvinus University of Budapest jointly conduct an annual survey examining the state of corporate IT in Hungary. The study covers IT budgets, development strategies, digitalisation efforts, the alignment between technology and organisational competencies, and the challenges companies face in the evolving digital landscape.

The Measuring the Readiness of Construction Organisations for Technology Adaptation Using Artificial Intelligence project (launched in 2024; Funding organisation: Ministry of Culture and Innovation, Hungary; Source: NRDI Fund) focuses on assessing technology readiness and digital transformation within the construction sector.
Finally, the Digimeter 2025 project measures the level of digitalisation among Hungarian small and medium-sized enterprises (SMEs) annually, providing insights into their progress and challenges in adopting digital technologies.

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Li, X., & Asemi, A. (2025). A Novel AI-Driven Expert System for Obesity Diagnosis and Personalised Treatment. CAAI Transactions on Intelligence Technology.

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Sagala, G. H., & Őri, D. (2025). Exploring digital transformation strategy to achieve SMEs resilience and antifragility: a systematic literature review. Journal of Small Business & Entrepreneurship, 37(3), 495-524.

Saleh, M. A. S., & AlShafeey, M. (2025). Examining the synergies between industry 4.0 and sustainability dimensions using text mining, sentiment analysis, and association rules. Sustainable Futures, 9, 100423.

► **https://www.ercis.org/l/corvinus**

› University of Galway – Business Information Systems and Lero, the Research Ireland Centre for Software

UNIVERSITY OF GALWAY
BUSINESS INFORMATION SYSTEMS AND LERO, THE RESEARCH CENTRE FOR SOFTWARE

PROF. DR. KIERAN CONBOY
University of Galway,
Republic of Ireland

ABOUT THE INSTITUTION

The BIS discipline distinguish themselves by publishing research in numerous national and international high-quality peer-reviewed conferences and journals, specifically the top basket AIS journals, securing significant external research funding from external sources, and by assuming important roles to academic and industry forums. Members of the Discipline have published their research in leading journals such as Information Systems Research, European Journal of Information Systems, Information Systems Journal, Journal or Strategic Information Systems, and Journal of Information Technology.

The BIS Discipline has significant experience in securing national and international research funding, totalling over €6m in the last 3 years. Recent awarding bodies include the Irish Research Council, Enterprise Ireland, Science Foundation Ireland (SFI), the Royal Irish Academy and the European Union, under schemes such as Horizon 2020 amongst others.

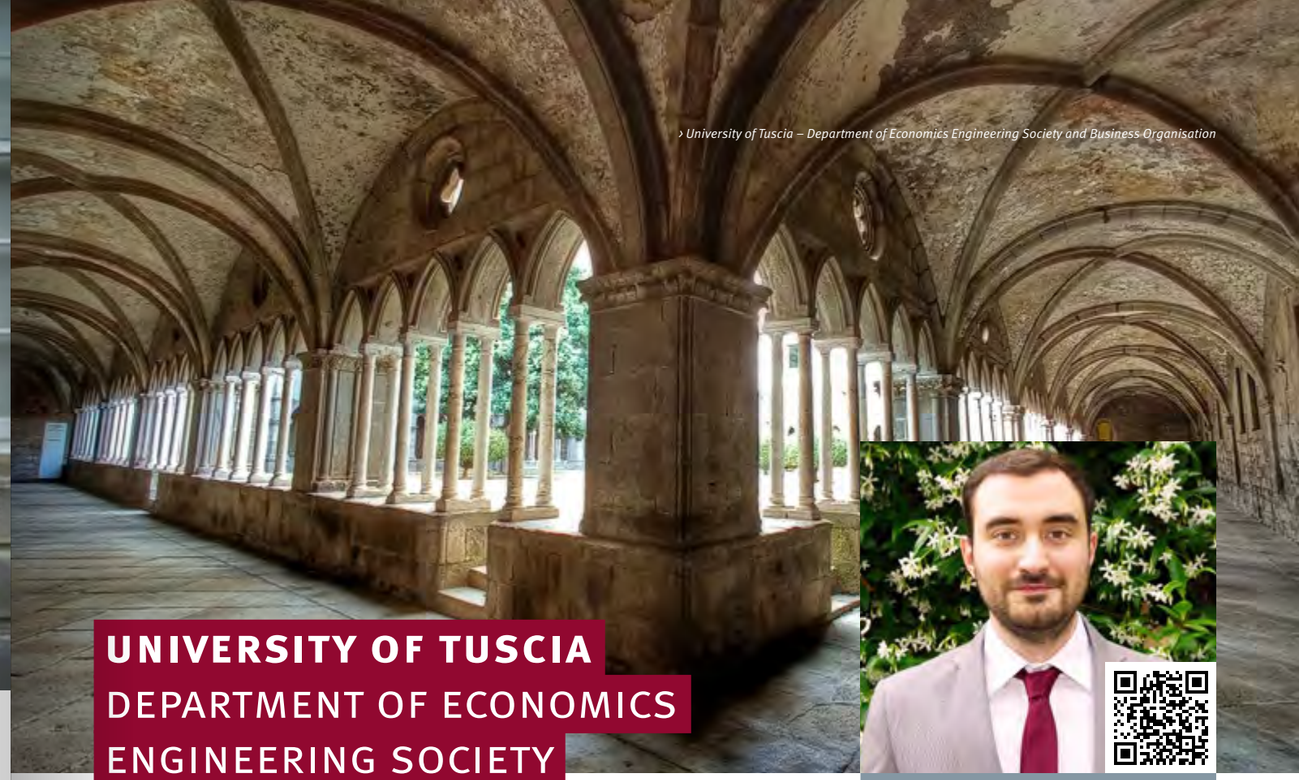
Ollscoil na Gaillimhe
University of Galway

In 2025 the University of Galway and the Business Information Systems discipline were delighted to welcome the newly recruited ROSETTA Fellows, an exceptional cohort of emerging researchers dedicated to advancing the understanding of digital responsibility and the role of technology in society. Their arrival marks an exciting milestone for the University and the discipline, strengthening our international collaborations and research capacity in Information Systems. The ROSETTA programme is centred on developing future leaders in Information Systems who will explore the development, use, and regulation of technology through a time-based and human-centred perspective.

Their research spans critical aspects of digital life—from the experiences of children and people with disabilities to the transformation of work, healthcare, and social inclusion for older people. By bridging disciplines and fostering collaboration across academia, industry, and policy, the ROSETTA Fellows' work will contribute to shaping a more ethical, inclusive, and sustainable digital future.

ROSETTA

► ***https://rosetta.lero.ie/***



› University of Tuscia – Department of Economics Engineering Society and Business Organisation

UNIVERSITY OF TUSCIA
DEPARTMENT OF ECONOMICS ENGINEERING SOCIETY AND BUSINESS ORGANISATION

MARCO SMACCHIA

PROF. DR. ALESSIO MARIA BRACCINI
University of Tuscia,
Italy

NETWORK EXCHANGES

In the year 2025 several individual networking activities engaged the University of Tuscia and other ERCIS partners. Network collaboration continued in 2025 including several bilateral exchanges among members, including Øystein Sæbø (University of Agder), Stefano Za (University of Chieti Pescara), and Paolo Spagnoletti (LUISS Guido Carli University).

Two important news items interested the University of Tuscia for the current year. First, Marco Smacchia, who got his PhD from the University of Chieti-Pescara, joined the University of Tuscia as an Assistant Professor starting from October 1st. Second, Alessio Maria Braccini is on leave starting from the third quarter of the year and joined the Department of Information Systems at the University of Agder.

Università degli Studi della Tuscia

► ***https://www.ercis.org/l/viterbo***

CURRENT RESEARCH PROJECTS

The University of Tuscia remains actively engaged in research projects centred on digital transformation and sustainability. During the year 2025, two major funded research projects were active:

CLOSER: Circular raw materiaLs for European Open Strategic autonomy on chips and microElectronics pRoduction is a project selected for funding under the call Interregional Innovation Investments (I3) Instrument by the European Commission, for a total of 14 million euro. CLOSER has the objective of contributing to the Chips Act Pillar 2 (the European Union's regulation on semiconductors) through the recovery/recycling of raw materials for semiconductors and the recycling/reprocessing of critical components and raw materials coming from the microelectronics industry in Europe. The complex Consortium comprises 31 key European actors (SMEs, big companies, clusters, research centres, and universities) from 8 European countries (plus Switzerland). It is led by the University of Rome Tor Vergata, and participated by the University of Tuscia.

Frontsh1p: a FRONTrunner approach to Systemic circular, Holistic and inclusive solutions for a new Paradigm of territorial circular economy. The FRONTSH1P project aimed to facilitate the green transition of the Polish Lodzkie region, promoting decarbonization and territorial regeneration by demonstrating highly replicable circular systemic models *(https://frontsh1p.eu)*.

› University of Liechtenstein – Department of Information Systems and Computer Science

UNIVERSITY OF LIECHTENSTEIN
DEPARTMENT OF INFORMATION SYSTEMS AND COMPUTER SCIENCE

ASSOC.PROF. DR. BENJAMIN VAN GIFFEN
University of Liechtenstein, Principality of Liechtenstein

The Department of Information Systems and Computer Science at the Liechtenstein Business School (LBS) is shaping Liechtenstein's IT landscape through cutting-edge research and excellent education. Its work combines technical and economic perspectives, focusing on digital innovation, data science, AI, security, and business processes. Collaboration within LBS and with research groups across Europe and beyond fosters synergies in digital finance, entrepreneurship, innovation, and technology.

SELECTED HIGHLIGHTS

Awards. Advije Rizvani received the AES Academic Excellence Award 2025, presented by Albanian Engineering of Switzerland. The award recognizes her innovative research and meaningful contributions to the academic community in Switzerland.
Inaugural Lecture. In his inaugural lecture titled "Tradition Meets Technology: Overcoming Cultural Tensions in AI Adoption within Lean Quality Management", Benjamin van Giffen explored the organizational and cultural challenges of integrating AI into established management systems. The event featured contributions from university leadership and industry experts, highlighting the relevance of his research at the intersection of academic excellence and business practice.
Doctoral Consortium. To get in contact with fellow doctoral students, Franziska Röckel took part in the 12th doctoral consortium of the Swiss Chapter of the AIS (CHAIS) in Lausanne presenting a first research draft on AI possibilities in the context of Future of Work. It was a fruitful discussion on the topic giving further direction and motivation for her PhD journey.

SELECTED RESEARCH PROJECTS

- GenAI-Natives (Erasmus+): The project aims to enhance the understanding and effective integration of generative AI primarily in secondary education by evaluating real-world AI usage. It seeks to provide best practices to use and self-implement AI tools that empower teachers to leverage AI ethically and effectively, fostering digital literacy, AI competency, and innovative teaching methods.

- Innovative Approach to Kid's Cybersecurity Education (Erasmus+): The indirect goal of the project is to educate youngsters about cybersecurity, safeguarding them from various digital threats. It also seeks to encourage kids to consider cybersecurity as a future career. The main goal is to identify specific threats to children and provide educators with interactive materials to educate youngsters about these threats.

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DISSERTATIONS

Jonas Bokstaller: "Battery health platform : a platform for tracking, predicting, and maintaining the health of batteries powering IoT devices" *(Supervisor: Johannes Schneider)*

Sophie Hartl: "Explaining and understanding organizational dynamics using digital trace data" *(Supervisor: Jan vom Brocke)*

Amandine Herbé: "How to improve both supply chain resilience and sustainability : an information systems perspective" *(Supervisor: Jan vom Brocke)*

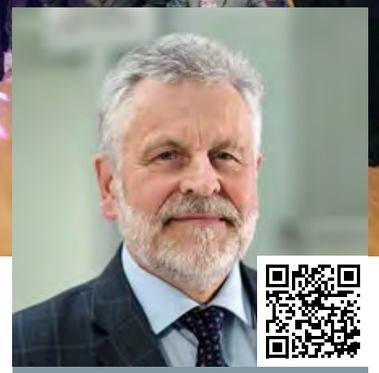
Gregor Kipping: "Advancing process science - leveraging multiple sources of data in Business Process Management" *(Supervisor: Jan vom Brocke)*

Saskia Laura Schröer: "Hackers and AI : investigating hackers' technical innovation through the lens of cyber threat intelligence and natural language processing" *(Supervisor: Pavel Laskov)*

► ***https://www.ercis.org/l/li***

› Kaunas University of Technology – Department of Information Systems / Centre of Information Systems Design Technologies

KAUNAS UNIVERSITY OF TECHNOLOGY
DEPARTMENT OF INFORMATION SYSTEMS/CENTRE OF INFORMATION SYSTEMS DESIGN TECHNOLOGIES



PROF. DR. RIMANTAS BUTLERIS
Kaunas University of Technology, Lithuania

The Centre of Information Systems Design Technologies has been established 13 years ago to strengthen the research and development capabilities of the Department of Information Systems, which has been operating since 1993. Besides doing research, the Department is curating two study programmes: Information Systems (1st cycle) and Digital Transformation and System Architectures (2nd cycle). Key R&D areas are as follows:

- Model driven development, model-to-model transformations
- Computer-aided software engineering (CASE) technologies
- Conceptual modelling and databases
- Modelling of business processes, business vocabularies, and business rules
- User needs analysis and requirements modelling
- Ontologies and solutions for the Semantic Web
- Big data and business intelligence
- Knowledge based systems
- Model-driven testing of information systems
- Gamified information systems
- Information systems user interface and usability
- Machine learning
- Blockchain technologies

SELECTED PROJECTS

Enhancing Cross-Sectoral Collaboration in Cybersecurity in Estonia, Czechia, Lithuania, Ukraine, and the Netherlands – SECURE-NET (2025–2029). Funded by Horizon Europe and coordinated by University of Tartu.

Hybrid, Information, Psychological, Societal Threats Handling System for Public Security Domain Practitioners, Businesses, and Education – HIPSTER (2024–2026); AI-Driven Cloud Platform to Counter Foreign Influence and Manipulation of Information During Elections and Early Warning Service for Identification of Social Media Bots and Troll Farms – AICP-FIMI (2024-2026). Within KTU led industrial / academic consortium DIGI-DEFENSE, funded by NextGeneration EU Fund.

Data Fiduciary Platform and Service – DUOMUO (2024–2026). Co-funded by EU Funds and coordinated by JSC ICYBIT.

Creating Economic Ecosystems Through Next Generation Internet Deployment – Local for Local (2023–2026). Funded by Horizon Europe and coordinated by Centric Netherlands B. V.

SELECTED PUBLICATIONS

Bisikirskienė, L., Čeponienė, L., Vilutis, G., Nečionytė, A. (2025). Software project risk identification based on scrum artifacts. Applied Sciences. MDPI, 15(2), 1–22.

Butkienė, R., Gudonienė, D., Vaičiukynas, E., Čeponienė, L., Ramos Rocio, V. J., Dickel, J., Virkus, S. (2025). A case study on Big Data course design and implementation. Information and Software Technologies, ICIST 2024. Communications in Computer and Information Science. Springer, 2401, 281–296.

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► ***https://fi.ktu.edu***

› University of Auckland – Department of Information Systems and Operations Management

Waipapa Taumata Rau University of Auckland

UNIVERSITY OF AUCKLAND
DEPARTMENT OF INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT

DR. KHUSHBU TILVAWALA
University of Auckland,
New Zealand

The University of Auckland ranked 65th in the world in the latest 2026 QS World University Rankings, the highest-ranked university in New Zealand, and the only one in the global top 100. The Department of ISOM is part of the University of Auckland Business School (UABS), also one of the best in the world, successfully gaining triple crown accreditation – a mark of excellence held by only one percent of business schools globally. The Business School was the first in Australasia to attain triple crown status in 2004, a recognition it has maintained for two decades. Triple crown status is achieved if a business school can meet the strict requirements of three international accreditation bodies – the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and the European Quality Improvement System (EQUIS).

The Department of Information Systems and Operations Management, currently led by *Prof. Kenneth Husted* comprises three discipline areas: Behavioural Information Systems, Information Systems Design Science and Decisions and Operations Management. The mission of the Department is "to be one of Asia-Pacific's foremost departments of information systems, operations and supply chain management, known for the relevance and impact of our research and scholarship and recognised for the quality of our people, our programmes, our teaching and our partnerships." In the QS Subject rankings, information systems and computer science have consistently been ranked amongst the top 100 departments globally.

The Department is involved in various programmes, including undergraduate, postgraduate and executive education programmes combining four areas of study Information Systems, Information Management, Business Analytics, and Operations and Supply Chain Management. The department is also involved in collaborative programmes with the Engineering and Science faculties. The Department also has a vibrant cohort of PhD students. More information about our teaching can be found here.

The research interests of staff members include Digital innovation, Artificial Intelligence, Digital sourcing, Sustainability and digital technologies, Digital learning, E-commerce, Social media, Digital platforms, Crowdsourcing, Digital transformation, Sustainable Adaptive systems, Recreational computing, Ethics and Governance in Technology, Data Analysis and Big Data, Organisational learning and knowledge management, Immersive and persuasive systems, Decision support systems, Operations strategy, Supply chain management, Behavioural operations, Quality control and the optimisation of operations, Decision-making and interventions in complex systems, and Radio frequency identification (RFID) in the supply chain. More information about our research can be found here.

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Wiener, Martin & Strahringer, Susanne & Kotlarsky, Julia. (2025). Where are the processes in IS research on digital transformation? A critical literature review and future research directions. The Journal of Strategic Information Systems. 34. *https://doi.org/10.1016/j.jsis.2025.101900*

Zhang, J., Hassandoust, F., & Johnston, A. C. (2025). Empowering health, integrating privacy: a value-reflexive examination of smart health technologies. European Journal of Information Systems, 1-22. *https://doi.org/10.1080/0960085X.2025.2567670*

► ***https://www.ercis.org/l/auckland***

› University of Agder – Department of Information Systems

UNIVERSITY OF AGDER
DEPARTMENT OF INFORMATION SYSTEMS

PROF. DR. ØYSTEIN SÆBØ
University of Agder,
Norway

The Department of Information Systems (IS) is one of four departments within the Faculty of Social Sciences at the University of Agder (UiA) and is one of the largest IS reserch groups in Norway.

The department offers study programs in IT and Information Systems at bachelor, master and PhD levels. We also provide a two-year master's programme in Management of Cybersecurity and an online master program in Responsible Digitalization. From 2026 we will also offer a one-year online program in responsible digitalization.

RESEARCH TOPICS

The research in the Department of IS is organized in three interdisciplinary centres:
Centre for Digital Transformation (CeDiT) conducts advanced social science research on the relationships between digital technologies and societies, organizations, and individuals.

Centre for eHealth focuses on digital solutions that contribute to prevention, health promotion and coping in relation to health issues. New digital solutions are developed through collaboration between users, the health service, business partners and academia.

Centre for Integrated Emergency Management (CIEM) conducts research in collaboration with emergency responders in the areas of community resilience and crisis communication, information sharing for situational awareness, technological advancements to support humanitarian aid, cybersecurity, and new technologies for emergency management operations.

In addition, the department has research groups on Human Centered AI, Information Systems and development (ICT4D) and Socio-technical digital design for human flourishing (CHERISH). We newly established a new research group on Quality in Scientific Scholarship.

CURRENT RESEARCH PROJECTS

Selected research projects include:
Responsible Digitalization of social welfare services (2023–2027) is funded by the Norwegian Labour and Welfare Administration – NAV. The project focuses on what public services are suitable for digital communication channels by conducting research in three areas: responsible use of AI in public sector, channel choice strategies, and citizenship in a digitalized society. Two related research projects focus on how to provide seamless integrated social services for vulnerable users, and how to bring knowledge from interactions with users into further improvement and design of digital public services.

AutoTRUST: Autonomous self-adaptive services for TRansformational personalized inclUsivenesS & resilience in mobility (2024–2027) is a Horizon project aiming to develop and demonstrate a novel AI-leveraged self-adaptive framework of advanced vehicle technologies and solutions,

LIST OF SELECTED PUBLICATIONS

Thapa, Devinder (2025). Ethics-based ontology in ICT4D.Information Technology for Development.

Busch, Peter André (2025). The Artificial Bureaucrat: Artificial Intelligence in Street-Level Work. Digital Government: Research and Practice.

Schmager, Stefan; Pappas, Ilias & Vassilakopoulou, Polyxeni (2025). Understanding Human-Centred AI: a review of its defining elements and a research agenda. Behaviour and Information Technology.

Herrera, Lucia Castro; Gjøsæter, Terje; Majchrzak, Tim Alexander & Thapa, Devinder (2025). Signals of Transition in Support Systems: A Study of the use of Social Media Analytics in Crisis Management. ACM Transactions on Social Computing (TSC).

Akbarighatar, Pouria; Pappas, Ilias O.; Purao, Sandeep; Vassilakopoulou, Polyxeni (2025). Enacting Responsible AI: A Configurational Analysis of AI Principles in Practive. Information Systems Frontiers, 1–27

UiA University of Agder

► ***https://www.ercis.org/l/agder***

› University of Gdańsk – Department of Business Informatics

JACEK MAŚLANKOWSKI, PHD
University of Gdańsk,
Poland

UNIVERSITY OF GDAŃSK
DEPARTMENT OF BUSINESS INFORMATICS

With nearly 22,000 students, 11 faculties, 2 research agencies and 1,800 academic staff members, the University of Gdańsk is the largest institution of higher education in the Pomeranian region of Poland. It offers opportunities to study in 89 different fields, with more than 270 specializations. The Department of Business Informatics (BI) at the University of Gdańsk conducts research and provides education in Business Informatics at the Bachelor's, Master's, Post-Diploma, and Doctoral levels. For 20 years, the Department has been running the Pomeranian Regional Academy Cisco, training hundreds of computer network administrators whose professional skills are recognized through international Cisco certifications.

In terms of teaching, some of the Department's academic manuals are bestsellers in Poland, such as the 896-page book Business Informatics: Theory and Applications (PWN, 2019, in Polish). This book was awarded the prize for the best informatics book of 2019 by the Polish Society for Informatics. The Department is also active internationally, organizing conferences such as the 10th European Conference on Information Systems (ECIS 2002), titled "Information Systems and the Future of the Digital Economy," the 7th International Conference on Perspectives in Business Informatics Research (BIR 2008), the 8th International Conference of the European Distance and E-learning Network (EDEN 2009), and a series of events now rebranded as the EuroSymposium on Digital Transformation. Last two editions of this conference were organized as tracks of the AIS Information Systems Development Conference. Since 2004, the Department has been an associate partner of the European Research Center for Information Systems (ERCIS) consortium.

In 2025, the track Digital Transformation at 33rd AIS Information Systems Development conference that was held in Belgrade on 3–5 September 2025 were co-chaired by two of the ERCIS members: Prof. Joerg Becker and Dr. Jacek Maślankowski.

► *https://www.ercis.org/l/gdansk*

› Wroclaw University of Science and Technology (WUST) – Department of Applied Informatics

Wrocław University of Science and Technology

WROCŁAW UNIVERSITY OF SCIENCE AND TECHNOLOGY
DEPARTMENT OF APPLIED INFORMATICS

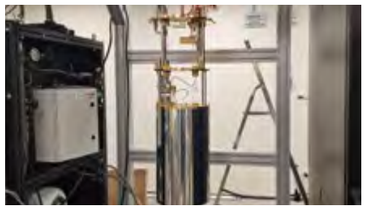
PROF. NGOC THANH NGUYEN

PROF. DARIUSZ KROL
Wrocław University of Science and Technology, Poland

Future is here: Odra 5 – the first quantum computer in Poland

The Department of Applied Informatics, chaired by Professor Ngoc Thanh Nguyen, is a part of the Faculty of Information and Communication Technology at the Wrocław University of Science and Technology. The Faculty of Information and Communication Technology (FICT) comprises 12 fields of study, nearly 4500 students, eight departments, 300 academic teachers, and more than 100 scientists. Our department employs ten professors, 27 assistant professors, ten assistants, and 11 Ph.D. students. We regularly co-organize two international scientific conferences: the Asian Conference on Intelligent Information and Database Systems (ACIIDS) and the International Conference on Computational Collective Intelligence (ICCCI).

Wrocław University of Science and Technology has launched the Center for Trusted Information and Telecommunications Systems, whose mission is to conduct advanced research in information and telecommunications technologies. The center will focus on areas such as quantum and mobile telecommunications, artificial intelligence, and cybersecurity. Professor Ngoc Thanh Nguyen, head of the Department of Applied Computer Science, has joined the Center's Council.



As a part of ICT Faculty we have been involved in this innovative project – the first quantum computer in Poland. The device is designed to work with leading quantum computing environments, including Qiskit, which utilizes the Python programming language. With the purchase and commissioning of the five-qubit machine, Wrocław University of Science and Technology also gains access to larger machines, including those with 20 or more 50 qubits, installed at the IQM company's center in Alto, Finland.

SELECTED PUBLICATIONS

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Król, D., Kutrzyński, M.: On the responsible use of automation in systematic reviews. In: Recent Challenges in Intelligent Information and Database Systems: 17th Asian Conference, ACIIDS 2025: Kitakyushu, Japan, April 23-25, 2025: Proceedings. Pt. 1. pp. 308–321 (2025).

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► *https://kis.pwr.edu.pl/en/*

› University of Minho – Department of Information Systems

DR. ISABEL RAMOS

PROF. JOÃO ÁLVARO CARVALHO
University of Minho,
Portugal

University of Minho
School of Engineering

UNIVERSITY OF MINHO
DEPARTMENT OF INFORMATION SYSTEMS

In 1990, the School of Engineering at the University of Minho introduced a new degree program in business informatics, thereby expanding its portfolio of degree programs in computing and informatics. The new program led to an increase in faculty focusing on information systems, and in 1999, it resulted in the creation of the Department of Information Systems. The Department currently offers degree programs at the bachelor's, master's, and doctoral levels.

The Department of Information Systems envisions the information systems field as oriented to professional activities that seek to make use of information technology to create value to human endeavours and social situations. The designation used for the Department's basic bachelor's and master's programs – engineering and management of information systems – suggests such a vision. These programs are run in collaboration with UMinho's School of Economics and Management, which teaches the courses that address economics, management, and business themes.

Academic interests at the Department of Information Systems encompass themes at the intersection of information technology, information, and human and social endeavours. Particular importance is given to design activities to address enterprise or social problems or seize opportunities where information technology plays a central role. Research activities combine engineering and technology research methods with those used in organisational studies, management, and social sciences. Therefore, within the department's research projects, it is possible to find interpretive, positivist, and design science perspectives, as well as a wide range of research methods and techniques appropriate to the study of the specific Information Systems phenomena being addressed.

The research activities of the Department of Information Systems are integrated into a R&D unit, known as the ALGORTIMI Centre. This unit within the School of Engineering at UMinho brings together researchers from several departments, covering a wide range of fields. Besides information systems, it includes areas such as informatics, computer networks and telecommunications, industrial electronics, systems and production engineering. ALGORITMI centre promotes research thematic lines that cross-cut those fields. Currently, those thematic lines are: innovative industries and organisations; smart cities and people.

Within ALGORTIMI, the Department of Information Systems promotes a research stream entitled Information Systems and Technologies (IST) that encompasses the following areas: IST in Organisations and Society; Adaptive and Intelligent IST; and Engineering and Management of Software-Based IST.

► ***https://www.dsi.uminho.pt/***

› University of Maribor – Faculty of Organizational Sciences, Department of Informatics

University of Maribor
Faculty of Organizational Sciences

PROF. DR. ANDREJA PUCIHAR
University of Maribor,
Slovenia

UNIVERSITY OF MARIBOR
FACULTY OF ORGANIZATIONAL SCIENCES, DEPARTMENT OF INFORMATICS

The Faculty of Organizational Sciences is a founding member of the University of Maribor and has more than sixty years of tradition in the field of organizational and information systems science. The Faculty's research area encompasses complex dynamic management systems, including aspects of human resources, information systems, business processes, and general management. Research activities are organized within several laboratories, all of which are engaged in research projects, consulting, education, and training at both national and international levels.

The Faculty offers the following study programs: Management of Information Systems, Human Resources and Educational Systems, Enterprise Engineering, Management in Sport, Crisis Management, and Management in Health and Social Welfare. The Management of Information Systems program is offered at the undergraduate, master's, and doctoral levels. It is designed and delivered by members of the Department of Informatics. The Department's main research focus areas include digital and sustainability transformation, digital innovation, data science and artificial intelligence, data-driven decision support systems, open data and ecosystems, and novel digital business models. Members of the Department are actively involved in numerous EU, national, and industry projects.

► ***https://www.fov.um.si/en/***

Researchers from the Department of Informatics co-authored a national tool for assessing the digital maturity of small and medium-sized enterprises (SMEs), which is used by the Digital Innovation Hub Slovenia. They also developed an assessment tool for evaluating SME readiness for open data adoption and utilization, as well as contributed to the project Development of a Model of Indicators for Measuring the Effectiveness of the Implementation of the Data Regulation in Data Spaces.

SELECTED PUBLICATIONS

MAROLT, Marjeta, LENART, Gregor, KLJAJIĆ BORŠTNAR, Mirjana, PUCIHAR, Andreja. Exploring digital transformation journey among micro, small-, and medium- sized enterprises. Systems. 2025, vol. 13, issue 1, [article no.] 1, pp. 1–23. ISSN 2079-8954.

FERENCEK, Aljaž, KLJAJIĆ BORŠTNAR, Mirjana. Open government data topic modeling and taxonomy development. Systems. 2025, vol. 13, issue 4, [article no.] 242, pp. 1–30. ISSN 2079-8954.

BORLINIČ GAČNIK, Maja, ŠKRABA, Andrej, PAŽEK, Karmen, ROZMAN, Črtomir. Predicting wine quality under changing climate: An integrated approach combining machine learning, statistical analysis, and systems thinking. Beverages. 2025, vol. 11, iss. 4, [article no.] 116, pp. 1–27. ISSN 2306-5710.

SELECTED PROJECTS

- Decision Support Systems in Digital Business
- Development of a Model of Indicators for Measuring the Effectiveness of the Implementation of the Data Regulation in Data Spaces
- Development of a Comprehensive Methodology for Assessing the Maturity of Open Data Utilization in Slovenian Companies Developing Talents in Artificial Intelligence to Solve Disruptive Environmental Problems (AI2SEP)
- Including EVERyone in GREEN Data Analysis (EVERGREEN)

SELECTED CONFERENCES

- Bled eConference (has been shaping digital interactions, technologies and transformation since 1988) (https://bledconference.org/)
- International Symposium on Operations Research *(https://sor.fov.um.si/)*
- International Conference on Organizational Science Development *(https://konferenca.fov.um.si/en/home/)*

› Pohang University of Science and Technology (POSTECH) – Department of Industrial and Management Engineering

POHANG UNIVERSITY OF SCIENCE AND TECHNOLOGY
DEPARTMENT OF INDUSTRIAL & MANAGEMENT ENGINEERING

PH.D. MINSEOK SONG
Pohang University of Science and Technology *(POSTECH)*, South Korea

Industrial and Management Engineering (IME) is an interdisciplinary field devoted to the design, development, and management of integrated systems that combine people, materials, equipment, and information across diverse sectors. Bridging engineering and management, IME unites the analytical rigor of industrial engineering with the strategic insights of business administration. While traditional industrial engineering focuses on the planning and optimization of manufacturing and production systems, IME extends this scope to include service, information, and management domains—key drivers of today's digital and knowledge-based economy.

The Department of Industrial and Management Engineering at Pohang University of Science and Technology (POSTECH) is committed to nurturing visionary leaders for the era of convergence and innovation. Through a balance of specialized education, impactful research, and a strong emphasis on systems thinking, creativity, and humanity, the department aims to cultivate future professionals capable of addressing complex challenges in an increasingly interconnected world.

CURRENT RESEARCH PROJECTS (SELECTED)

Manufacturing Foundation Model for Intelligent Production Systems
(Ministry of Trade, Industry and Energy, Sep. 2025 – Aug. 2028)
This project focuses on developing a large-scale foundation model tailored for smart manufacturing environments. By integrating multimodal industrial data—including process logs, sensor data, and textual production knowledge—the research aims to construct an AI-driven framework that supports adaptive decision-making, predictive maintenance, and intelligent process optimization. The project combines expertise in industrial engineering, artificial intelligence, and data science to build a robust foundation model that generalizes across various manufacturing domains. It also explores collaborative human–AI interaction for sustainable and efficient industrial operations.

Fashion Item Recommendation Systems Using Bandit Algorithms
(Samsung Fashion, Jan. 2025 – Nov. 2025)
This project applies reinforcement learning, specifically the Bandit Algorithm, to build a dynamic fashion item recommendation system. By learning adaptive strategies to maximize user engagement, the system continually refines its suggestions in real time, enhancing personalization and customer satisfaction in online retail environments.

Modeling, Simulation, and Optimization Based on Object-Centric Process Mining
(National Research Foundation of Korea, May 2024 – Feb. 2025)
This study explores process modeling, simulation, and optimization using object-centric process mining. By leveraging object-centric event logs, the research aims to derive more realistic process models, identify inefficiencies, and develop simulation frameworks that reflect complex process dynamics. The project integrates industrial engineering principles with artificial intelligence to generate advanced optimization techniques and actionable insights for process improvement.

SELECTED PUBLICATIONS

S. Barde and Y. M. Ko, "Analysis on Non-monotone Control-Limit Condition-Based Maintenance Policies," in IEEE Transactions on Reliability, doi: 10.1109/TR.2025.3582813, 2025

Lee, D. and Ko, Y. M., "Learning-driven berth allocation optimization with port authority behavior," IEEE Access, 13, 173832 – 173843, 2025

Lee, J. and Chae, M., "On reverse inequalities for Besov integral probability metrics between smooth densities", Statistics & Probability Letters, Vol. 224, 110437, 2025

► *https://ime.postech.ac.kr*

› IE Business School – Information Systems and Technology Department

IE BUSINESS SCHOOL
INFORMATION SYSTEMS AND TECHNOLOGY DEPARTMENT

PROF. ALVARO ARENAS
IE Business School, Spain

IE Business School at IE University is one of Europe's top providers of management education. IE's Information Systems and Technology Department (ISTD) is responsible of all technology-related courses and pursues research on the transformative use and impact of digital technologies in today's world.

Research work within ISTD examines the dynamic interplay between new technologies, organizations, and society, studying their role in fostering innovation, their impact on individuals and communities, and the potential for sustainable solutions to real-world problems. Primary research areas include the economics of information technology, digital platforms, and ecosystems; the use of AI and emerging technologies for social good; and how they can be used for sustainability and environmental impact.

SELECTED PUBLICATIONS

Alibakhshi, R., & Srivastava, S. C. (2025). How Sentiment Divergence in Influencers' Multimodal Social Media Posts Shapes Follower Engagement?. Journal of the Association for Information Systems, 26(4), 1081-1137.

Christensen, R. N., Morris, B. S., Arenas, A., & Hubert, M. (2025). Young Consumers' ICT Use and Digital Maturity: A Computational Literature Review, Integrative Framework, and Future Research Agenda. International Journal of Consumer Studies, 49(5), e70115.

Kim, J., Yoon, Y., Choi, J., Dong, H., & Soman, D. (2024). Surprising consequences of innocuous mobile transaction reminders of credit card use. Journal of Interactive Marketing, 59(2), 135-150.

Lu, Y., Qiao, D., He, S., & Tan, B. C. (2025). How Search Engine Impacts Market Structure: Empirical Evidence from a Multivendor Darknet Market. Management Science.

Valogianni, K., Ketter, W., Collins, J., & Adomavicius, G. (2025). Toward Sustainable Electricity Markets: Capacity-Based Pricing for Electric Vehicle Smart Charging. Information Systems Research. https://doi.org/10.1287/isre.2023.0078

Matta, M., Kwon, H. E., Ravindran, K., & Ray, G. (2025). Seizing Growth Opportunities, a Risky Business? Effects of Cloud-Sourcing on Mergers and Acquisitions. MIS Quarterly. (In Press).

Ren, J., Dong, H., Popovic, A., Sabnis, G., & Nickerson, J. (2024). Digital platforms in the news industry: how social media platforms impact traditional media news viewership. European journal of information systems, 33(1), 1-18.

Rauschenberger, M., Baeza-Yates, R., & Rello, L. (2025). Screening Dyslexia Using Visual Auditory Computer Games and Machine Learning. IEEE Access.

Lu, Y., Susarla, A., Ravindran, K., & Mani, D. (2024). Machine learning approaches to understand IT outsourcing portfolios. Electronic Commerce Research, 24(4), 2547-2577.

► *https://www.ercis.org/l/ie*

› University of Sevilla – Smart Computer Systems Research and Engineering (SCORE) lab

UNIVERSITY OF SEVILLA
SMART COMPUTER SYSTEMS RESEARCH AND ENGINEERING (SCORE) LAB

PROF. DR. ADELA DEL RÍO ORTEGA

PROF. DR. MANUEL RESINAS
University of Sevilla, Spain

The Smart Computer Systems Research and Engineering (SCORE) lab at Universidad de Sevilla focuses its research on the development and operation of intelligent systems applied to a wide variety of domains. Currently, it spans four major research areas, namely: Natural Computing, Neuromorphic Engineering, Software and Systems Engineering, and Information Systems. The research on Information Systems aims at developing and applying methods, techniques, and software tools to improve the performance and human resource management of business processes with a particular emphasis on unstructured knowledge-intensive processes..

SELECTED RESEARCH PROJECTS

ISA. Augmented Software Engineering. This project seeks to augment the capabilities of software engineers in requirements, testing, and their intersection by designing human-centred tools, techniques, and processes that leverage disruptive technologies.

BUBO. Bots and human collaboration for improving the development and operation of digital services. Our goal at BUBO is to develop techniques, models, and tools to increase the level of automation in the development and operation of digital services while supporting human interaction as a key part of their functioning.

STATUS: Mashup-based Multi-Domain Compliance Management System. STATUS is a proof-of-concept project, whose goal is to develop an industry-ready compliance management system that advances the state of the art by providing a low-code solution to automatically monitor compliance in an organization from the data stored in its information systems

TAPIOCA: Hybrid intelligence to develop advanced support for business process compliance. This project seeks to design and develop models, techniques, and tools that advance the support for business process compliance towards more autonomous systems that predict and reason upon compliance violations, and that are able to interact with the stakeholders in a humane manner.

SELECTED PUBLICATIONS

Simone Agostinelli, Adela del-Río-Ortega, Rocío Goñi-Medina, Andrea Marrella, Manuel Resinas, Jacopo Rossi: Automating Performance Insights: Suggesting and Computing Process Performance Indicators from Event Logs. CAiSE (1) 2025: 221-237.

Iris Beerepoot, Manuel Resinas, Adela del-Río-Ortega, Hajo A. Reijers, Pernille Bjørn: Understanding Distributed Cooperative Work through Data Traces. ECSCW '25. June 30 – July 4, 2025, Newcastle upon Tyne, United Kingdom.

Adela del-Río-Ortega, Iris Beerepoot, Han van der Aa, Joerg Evermann: Mapping Uncharted Territory. Bus. Inf. Syst. Eng. 67(3): 305-309 (2025).

Lisa Zimmermann, Francesca Zerbato, Victoria Gentile, Manuel Resinas, Barbara Weber: What Questions Can I Ask? A Taxonomy and Question catalog for Process Mining Analysis Questions. Bus. Inf. Syst. Eng. (2025)

EVENTS

- Adela del Río Ortega and Manuel Resinas were General chairs of the BPM 2025 conference that took place in Seville, Spain.
- Adela del Río Ortega together with Manuel Resinas, organized the "ERCIS Winter School on Advanced BPM Topics" as a Blended Intensive Progam (BIP) of the Erasmus+ framework. (January, 20 – 24, 2025).
- Adela del-Río-Ortega, Iris Beerepoot and Thomas Grisold organized the First Workshop on Personal and Human-Centric Process Mining (PHPM) at the ICPM 2025 conference in October 2025 in Montevideo, Uruguay; Manuel Resinas together with Adriana Marotta were chairs of the respective Doctoral Consortium.
- Cristina Cabanillas, Manuel Resinas, Andrea Marrella and Karolin Winter organized the First Workshop on Compliance in the Era of Artificial Intelligence (CAI) at the CAiSE 2025 conference in June 2025 in Vienna, Austria.

UNIVERSIDAD DE SEVILLA

► ***https://score.us.es***

› Luleå University of Technology (LTU) – Department of Space and Systems Science

LULEÅ UNIVERSITY OF TECHNOLOGY
DEPARTMENT OF SPACE AND SYSTEMS SCIENCE

PROF. AHMED ELRAGAL
Luleå University of Technology *(LTU)*, Sweden

ABOUT THE INSTITUTION

The main campus of Luleå University of Technology (LTU) is located in Luleå, Sweden, on the northern coast of the Gulf of Bothnia. The university has campuses in Kiruna, Skellefteå, Piteå, and Luleå. We have a total turnover of SEK 2.1 billion per year, 1,900 employees, and 18,700 students. Research is carried out in close cooperation with partners from industry such as Bosch, Ericsson, Scania, LKAB, and SKF, with partners from the public sector, and with other leading international universities.

The information systems (IS) research at LTU is defined by its interdisciplinary research approach, which covers topics connected to the design and use of information technology in relation to people, organizations, and societies. IS currently involves a faculty of 28 persons. In the subject of information systems, we conduct research about digitalization, information security, and data/decision science.

LULEÅ UNIVERSITY OF TECHNOLOGY

► ***https://www.ercis.org/l/lulea***

PROJECTS

- MARTINA: This project, financed by the European Regional Development Fund, Region Norrbotten, Skellefteå Municipality, aims to boost innovation capacity and competitiveness of SMEs in Northern Sweden by promoting applied AI and digital technologies. Through research-based pilot projects and infrastructure development, the project seeks to help businesses create sustainable innovations and stay competitive in a global market. Link: *https://martinaprojektet.se/ai*
- CIRC-2-ZERO: This project, financed by the European Union, Region Norrbotten and Region Västerbotten, comprises 13 organizations with unique and complementary competences from 7 countries in the Baltic Sea Region. Each country will establish a Resilience Transformation Hub (RTH) to facilitate the exchange of best practices and enable learning opportunities. This collaborative approach ensures the transnational value and long-term impact of the CIRC-2-ZERO project.
- SMALL: In this project, financed by the European Regional Development Fund, Region Norrbotten, Region Västerbotten, and NorrlandsNavet, we aim to create smart, attractive, viable and sustainable rural areas using existing digital technology. The project aims to implement and evaluate digital solutions. We aim to develop collaboration models for digitization that are adapted to rural conditions.
- InAFQual: In this Interreg Aurora project, we bring AI, TinyML, and spectral imaging to Arctic food producers, making quality control smarter, safer, and more sustainable. By empowering local SMEs with affordable tools, we preserve Arctic food heritage while boosting global competitiveness. Link: *https://inafqual.eu*

PUBLICATIONS

Große, C., & Sundberg, L. (2025). Generative AI and digital resilience: a research agenda. Journal of Risk Research, 1–26. https://doi.org/10.1080/13669877.2025.2539105

Elragal, A., Awad, A., Andersson, I., and Nilsson, J. (2024). A Conversational AI Bot for Efficient Learning: A Prototypical Design. IEEE Access. https://ieeexplore.ieee.org/document/10711196

Habibipour, A. (2025). Living Lab research: What is going on? In: Proceedings of ISPIM Connects Cape Town / [ed] Iain Bitran; Steffen Conn; Alex Mitsis; Paavo Ritala; Marko Torkkeli; Meriam Trabelsi, ISPIM , 2025.

Lindberg, J., Runardotter, M., & Ståhlbröst, A. (2025). Evolving Rural Life through Digital Transformation in Micro-Organisations. Communications of the Association for Information Systems, 56, 379-398. https://doi.org/10.17705/1CAIS.05616

› University of St. Gallen – Institute of Information Systems and Digital Business

UNIVERSITY OF ST. GALLEN
INSTITUTE OF INFORMATION SYSTEMS AND DIGITAL BUSINESS

PROF. DR. JAN MARCO LEIMEISTER

ASSIST. PROF. DR. ANDREAS HEIN
University of St. Gallen,
Switzerland

For 30 years, the Institute of Information Management and Digital Business at the University of St. Gallen (IWI-HSG) has been dedicated to applied and design-oriented research at the intersection between business and IT. Prof. Ivo Blohm, Prof. Reinhard Jung, Prof. Jan Marco Leimeister, and Prof. Robert Winter are heading four research groups covering research topics from data management and analytics, design thinking, digital service innovation, to privacy and trust. We are excited to share that Prof. Ingrid Bauer-Hänsel and Prof. Andreas Hein have joined the HSG as Assistant Professors. In addition, three Assistant Professors have accepted calls to other universities, reflecting our academic visibility and impact.

University of St.Gallen
Institute of Information Systems and Digital Business

► ***https://iwi.unisg.ch/en/the-institute/***

COMPETENCE CENTERS AND RESEARCH PROJECTS

The institute pursues a mixed funding approach from both public and private sources. Privately funded research at IWI is usually organized in the form of research consortia (“competence centers”). These centers and projects fall under the responsibilities of different chaired professors.

- Conversational AI: The Competence Center hosts regular workshops to derive good practices in the areas of Conversational AI-ready IT Architecture, Change Management, and Governance.
- Data Management & Analytics: The Data Management & Analytics Community establishes networking between data & analytics leaders from large financial institutions for discussing current issues and workable solutions.
- GenAI in Business: The competence center focuses on questions such as which use cases are suitable for GenAI in businesses, how to design strategic and organizational integration successfully, how to identify and manage potential risks, and which methods are appropriate for measuring performance and effectiveness.
- Matching Platform for Practice-Oriented Theses: This research project develops an AI-based platform that matches students, companies, and instructors for practice-oriented theses. It investigates how data-driven LLMs can enable scalable, multidimensional matching processes between academic research and industry challenges.

A list of competence centers and projects can be found at *http://www.iwi.unisg.ch/?id=1202*

SELECTED PUBLICATIONS

Haki, K., Tanriverdi, H., Safaei, D., Schmid, M., Aier, S., & Winter, R. (2024). Generativity and profitability on B2B innovation platforms: A simulation-based theory development. MIS Quarterly, 48(2)

Tuunanen, T., Winter, R., & vom Brocke, J. (2024). Dealing with complexity in design science research: A methodology using design echelons. MIS Quarterly, 48(2)

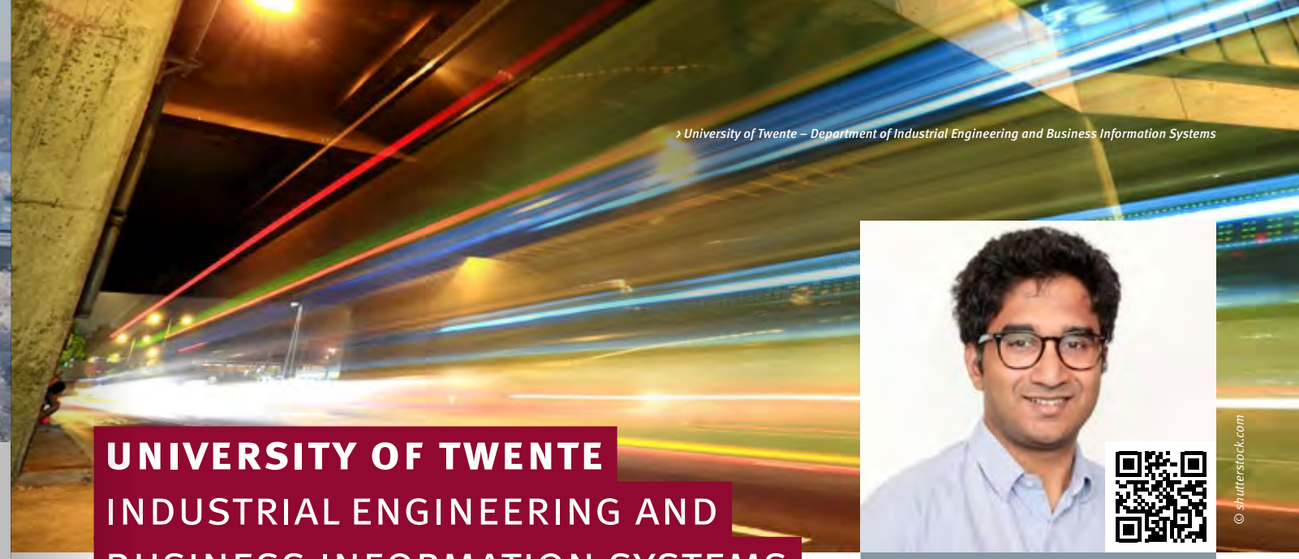
Wambsganss, T., Janson, A., Söllner, M., Koedinger, K., & Leimeister, J. M. (2025). Improving students’ argumentation skills using dynamic machine-learning–based modeling. Information Systems Research, 36(1)

Engert, M., Hein, A., Maruping, L. M., Thatcher, J. B., & Krcmar, H. (2025). Self-organization and governance in digital platform ecosystems: An information ecology approach. MIS Quarterly, 49(1)

Weber, M., Hein, A., Weking, J., & Krcmar, H. (2025). Orchestration logics for artificial intelligence platforms: From raw data to industry-specific applications. Information Systems Journal, 35(3)

Haude, C., Blohm, I., & Lagardère, X. (2024). How Lufthansa shapes data-driven transformation leaders. MIT Sloan Management Review

Blohm, I., Miranda, S., Ho, S. Y., & Leimeister, J. M. (2025). Next-generation IS research methods–towards a better understanding of complex and dynamic phenomena… and generative AI as the elephant in the room. Journal of Information Technology, 40(2)



› University of Twente – Department of Industrial Engineering and Business Information Systems

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UNIVERSITY OF TWENTE
INDUSTRIAL ENGINEERING AND BUSINESS INFORMATION SYSTEMS

ASSOC. PROF. DR. ABHISHTA ABHISHTA
University of Twente,
The Netherlands

The Business Information Systems team at the University of Twente consists of around 40 professors, researchers, and PhD candidates within the IEBIS department, part of the Faculty of Behavioural, Management, and Social Sciences. We specialise in digital transformation management, data science, enterprise architecture engineering, and cybersecurity. Leveraging expertise in these domains, the BIS team contributes to the university’s business administration, industrial engineering & management, and business & information technology programs. We collaborate extensively across disciplines, to generate empirical and design science insights aimed at fostering business and IT innovation. From 2026, we will function under a new name: Financial Engineering and Business Information Systems (FEBIS).

HIGHLIGHTED PROJECTS

TRIUMPH: Transitioning towards resilient multimodal corridors using digital twinning – The TRIUMPH project addresses climate change impacts on logistics by developing resilient multimodal corridors. Using a digital twin, it maps and simulates transport networks to anticipate risks from disruptions. Its key outputs include a resilience toolbox with practical strategies and a digital platform for real-time transport decisions.

DNS Atlas: Assessing Internet Dependency at Scale – The DNS Atlas project strengthens the resilience and security of the Internet by mapping and analyzing DNS dependency chains at scale. Using technical and economic analysis, it identifies vulnerabilities and hidden interconnections across critical sectors such as e-government, healthcare, and finance. The project develops a platform to assess dependencies, promote DNS best practices.

OTHER RESEARCHFOCUS AREAS

In addition to the above initiatives, the BIS group also engages in research on AI adoption in organizations, fintech, low-code adoption and responsible digital transformation.

SELECTED PUBLICATIONS

Haq, M. Y. M., Affinito, A., Botta, A., Spero-otto, A., Nieuwenhuis, L. J. M., Jonker, M., & Abhishta, A. (2025). Victimization in DDoS attacks: The role of popularity and industry sector. Journal of Information Security and Applications, 94, 104242.

Oliveira, Í., Wagner, G., Amaral, G., Sales, T. P., Bullée, J. W., Junger, M., … & Guizzardi, G. (2025, June). An Ontological Model of the Phishing Attack Process. In International Conference on Business Process Modeling, Development and Support (pp. 274–289). Cham: Springer Nature Switzerland.

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Stoica, E., Moreira, J., Piest, J. P. S., & Bukhsh, F. (2024, September). Drivers and Metrics for Quantifying IT Landscape Complexity. In International Conference on Enterprise Design, Operations, and Computing (pp. 219–236). Cham: Springer Nature Switzerland.

UNIVERSITY OF TWENTE.

► ***https://www.utwente.nl/en/bms/iebis/***

› Leiden University – Leiden Institute of Advanced Computer Science (LIACS)

ASSOC. PROF. MIKE PREUSS
Leiden University,
The Netherlands

LEIDEN UNIVERSITY
LEIDEN INSTITUTE OF ADVANCED COMPUTER SCIENCE *(LIACS)*

ABOUT THE INSTITUTION

The Leiden Institute of Advanced Computer Science (LIACS) is a center of excellence for multidisciplinary research and education in computer science and artificial intelligence (AI). LIACS features a wide range of research, from theory to algorithms to applications, with a strong focus on artificial intelligence and data science. Within the Dutch university landscape in computer science, LIACS has positioned itself for AI4LIFE, basically meaning we use modern AI methods (from optimization, deep learning, reinforcement learning, quantum computing, machine learning) for solving real-world problems in the Life Sciences and beyond. This aim is pursued by LIACS researchers in leading roles in the SAILS program, the CCLS initiative, and the European initiative for excellence in AI research and innovation, CAIRNE. We also cooperate with knowledge institutes, governments and companies.

As a major institute for education in computer science we offer BSc, Master, and PhD programs in a broad variety of study tracks, some of which are in collaboration with other scientific domains such as Biology and Economics. The institute has rapidly grown in the last years and is continuing this trend. As of now, LIACS has around 90 staff members, around 160 PhD students, and 40 non-scientific personnel. For the study programs of the institute, more than 500 master students, and more than 900 bachelor students are registered, including our new bachelor on Data Science and AI.

RESEARCH TOPICS AND COLLABORATIONS

Artificial Intelligence is the major focus of LIACS research. To accomplish a stronger momentum and to exploit synergies among fields, networking initiatives have been established across the faculty of science (center for computational life science, CCLS) and across the entire university (Society Artificial Intelligence and Life Science, SAILS). These instruments stimulate collaboration within the university on artificial intelligence topics and bring these topics to new application domains. Moreover, with its participation in European and International research networks ERCIS and CAIRNE, the research in LIACS is integrated in a wider community of researchers.

The main research branches of LIACS are: Theory, Natural Computing, Machine Learning, Data Science, Software & Business, Systems & Security, Human AI, and Bio-Imaging.

We have a strong focus on providing Smart Computing for Science & Industry, which materializes in longstanding cooperations with industrial partners and governments. These help us to focus on the applicability of research results and at the same time generate new directions for our research in computer science. Our collaborations include partners such as Honda Research, Zorginstituut Nederland, Tata Steel, Greenchoice, BMW, KLM, General Electrics Aviation, Young Capital, Qualogy, Ministry of Foreign Affairs, National Police, Wooconnect, Stabiplan, Naturalis Museum, Royal Dutch Shell, Oncode Institute, Sanquin, and De Nederlandsche Bank.

Universiteit Leiden
The Netherlands

► ***https://www.ercis.org/l/leiden***

› Simon Kuznets Kharkiv National University of Economics (KhNUE) – Department of Information Systems

PROF. DR. IRYNA ZOLOTARYOVA
Simon Kuznets Kharkiv National University of Economics (KhNUE), Ukraine

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS *(KHNUE)*
INFORMATION SYSTEMS

Simon Kuznets Kharkiv National University of Economics (KhNUE) is a leading Ukrainian university recognized for its focus on entrepreneurship, digital innovation, inclusion, and global engagement. Serving 8,000 students with the support of 485 faculty members, KhNUE offers 61 programs and 12 PhD tracks across economics, IT, management, and education.

KhNUE is highly active internationally, engaging with networks such as the European University Association (EUA), the Agence Universitaire de la Francophonie (AUF), ERCIS, AEBR, and OECD. Its participation in projects: Horizon 2020, Erasmus+, and Creative Spark underlines its commitment to research, innovation, and cross-border collaboration.

The university's innovation ecosystem is a cornerstone of its mission. Facilities such as the Startup Center, FabLab, Media and STEM Labs, and the Social Entrepreneurship Hub provide students and faculty with hands-on opportunities to develop creative, technological, and socially impactful solutions. This practical approach ensures graduates are equipped to drive entrepreneurship and innovation in diverse sectors. KhNUE also champions sustainability, inclusion, and social responsibility. Its activities promote the United Nations Sustainable Development Goals (SDGs), gender equality, and community-based cultural initiatives. Through research, teaching, and outreach, the university nurtures responsible, forward-thinking leaders who are capable of making a meaningful impact both locally and globally.

By combining high-quality academic programs, a vibrant innovation environment, and strong international partnerships, KhNUE has established itself as a hub of knowledge, creativity, and entrepreneurship in Ukraine. Its commitment to digital advancement, inclusive education, and societal impact positions the university as a key driver of economic, technological, and cultural development.

KhNUE is engaged in several initiatives:

- European University Alliance BAUHAUS4EU – The European University Alliance BAUHAUS4EU builds on the New European Bauhaus (NEB) initiative, embracing its core values of sustainability, aesthetics, and participation. The project fosters interdisciplinary collaboration, connecting universities, researchers, and communities across Europe to co-create innovative solutions that are environmentally responsible, socially inclusive, and visually inspiring. By integrating research, education, and societal engagement, BAUHAUS4EU translates the NEB vision into tangible projects, promoting a future where sustainable development and cultural creativity go hand in hand.

- Leveraging Information Technology for Modern Society – The project outlines methodologies for utilizing digital technologies to analyze customer responses to marketing campaigns. A novel technology for designing web applications aimed at educating users about cyberstalking prevention techniques is proposed.

- ERASMUS Jean Monnet 2024 The EU cyber standardization strategy for connectivity and digital infrastructure: Experience for Ukraine – The project focuses on connectivity and resilient digital infrastructure across various sectors of the digital society, encouraging the adaptation of IT services development, academia, and the management of IT companies to align with modern European standards.

- ERASMUS 2023 DigiUni – Digital University – Open Ukrainian Initiative – The project is initiated to create an inclusive digital educational ecosystem in Ukraine to ensure continuous, high-quality, inclusive, and transparent education, regardless of the student's location, with the use of existing digital innovations in the field of education and the understandable paradigm of involving future innovations.

► ***https://kafis.hneu.net/***

› Loughborough University – Centre for Information Management (CIM)

LOUGHBOROUGH UNIVERSITY
CENTRE FOR INFORMATION MANAGEMENT *(CIM)*

PROF. DR. PETER KAWALEK

DR. MARTIN SYKORA
Loughborough University,
United Kingdom

The Centre for Information Management (CIM) is a cross-disciplinary research centre at Loughborough University. The centre was established in 2013 to critically engage with the power, potential, and perils of information in the digital age. Our mission is to lead responsible innovation in the ways in which organizations create and deploy information. To do this, we confront questions of the use of data, information and associated systems and technologies. We advocate for, and we problem-solve over, the ethical, sustainable, and inclusive development of an information society.

RESPONSIBLE INFORMATION MANAGEMENT

Organizations of all types, including private firms, NGOs and government departments, are created through their information processes. Changes made to these information processes necessarily change the foci, efficiency, and effectiveness of the organizations concerned. Essentially then, through Information Management, we focus on the generative nature of firms. The research agenda of Information Management allows for creative investigation of the complex and systemic character of organizations. We analyse and describe how these organizations are generated, how they access and use information, and how these information processes, in turn, generate scope, boundaries and valuable networks beyond.

Writing back in 1999, with the digital era still in its infancy, Shapiro and Varian stated, "information is costly to produce but cheap to reproduce." This, like other statements by experts, signalled how new information technologies would alter the nature of business and broader networks across society. What is now classified as a "Digital Transformation" is characterised by the most valuable firms in history ("costly to produce") and widespread, multiple ramifications across society ("cheap to reproduce.") Our 21st Century technologies of digitalization have been stunning in their consequence but not always good for people, organization and society. For every new efficiency or convenience gained, there has also been a reconstruction of power and the creation or reallocation of negative outcomes.

This is why the Centre for Information Management (CIM) pioneers the concept of responsible information management (Responsible IM). Information processes are hugely consequential, and it is vital that they are used towards socially beneficial outcomes. Through Responsible IM we seek an integrated approach that embeds ethics, societal impact, and sustainability across the lifecycle of information and digital systems. We unite scholarship on information systems, digital ethics, cybernetics, AI governance, data sustainability, knowledge management, and socio-technical design to renew the promise of the digital era; to do digital right.

► ***https://www.lboro.ac.uk/departments/sbe/cim/***

› Stevens Institute of Technology – School of Business

STEVENS INSTITUTE OF TECHNOLOGY
SCHOOL OF BUSINESS

PROF. DR. MICHAEL ZUR MUEHLEN
Stevens Institute of Technology,
United States of Amerika

Founded in 1870, Stevens Institute of Technology is a leading private research university located in Hoboken, New Jersey, directly across the Hudson River from Manhattan. Stevens is recognized for its strong integration of technology and management education, and its location offers unparalleled access to the New York metropolitan innovation ecosystem.

The Stevens School of Business—home to approximately 2,500 students—prepares leaders who understand both the business and technological dimensions of decision making. Under the leadership of Dean GJ de Vreede, who joined in September 2024, the School continues to expand its portfolio of programs and research that combine business, analytics, and artificial intelligence.

In 2025, the School introduced the M.S. in Business Analytics & Artificial Intelligence, which integrates advanced analytics, AI, and business strategy to prepare graduates for leadership roles in data-driven enterprises. The program reflects Stevens' emphasis on applied learning—covering machine learning, natural language processing, generative AI, and ethical considerations for responsible deployment of intelligent systems.

The School also offers a Graduate Certificate in Management of Artificial Intelligence, which provides business professionals with the skills to assess AI opportunities, build and interpret predictive models, and translate data-driven insights into strategy. The certificate enrolls more than 400 participants from Fortune 500 companies, underscoring the School's ability to connect theory and practice at scale.

At the doctoral level, Stevens offers two research-intensive programs: the Ph.D. in Business Administration (Information Systems concentration) and the Ph.D. in Data Science. Both programs develop scholars capable of advancing knowledge at the intersection of technology, analytics, and management science.

Research at the School of Business reflects a deep commitment to technological innovation and its business applications. Flagship centers include the Center for Research toward Advancing Financial Technologies (CRAFT)—the first NSF-funded fintech Industry–University Cooperative Research Center—advancing research in decentralized finance, AI-enabled finance, and quantum finance. The New Jersey Fintech Accelerator at Stevens (NJ FAST), established with the New Jersey Economic Development Authority and Plug and Play, strengthens the regional innovation ecosystem by supporting fintech and insurtech startups.

Recent faculty research continues to appear in top journals and conferences, such as:
Mindel, V., Aaltonen, A., Rai, A., Mathiassen, L., & Jabr, W. (2024). Timely quality problem resolution in peer-production systems: The impact of bots, policy citations, and contributor experience. Information Systems Research.

Lindberg, A., Berente, N., Howison, J., & Lyytinen, K. (2024). Discursive Modulation in Open Source Software: How Online Communities Shape Novelty and Complexity. MIS Quarterly, 48(4).

Begley, T. M., Dominick, P., Iordanoglou, D., Lianidou,T., Marchese, M., & Prastacos, G. P. (2025). Practitioner Experiences With Digitalization in Human Resource Management. Human ResourceManagement Journal.

Aaltonen, A., & Wattal, S. (2025). Not good enough, but try again! The impact of improved rejection communications on contributor retention and performance in open knowledge collaboration. Management Science.

Behnam, M., & zur Muehlen, M. (2025). When Technology Assets Become Liabilities: Evolution of the Business Process Management Systems Market. HICSS 2025.

Together, these programs and research initiatives demonstrate Stevens' commitment to educating business leaders and scholars who combine technological fluency, analytical rigor, and strategic insight to shape the future of intelligent enterprises.

► ***https://www.stevens.edu/school-business***

HONORARY MEMBERS

The ERCIS Honorary Members represent individuals who have made outstanding contributions to the network or the field of Information Systems. Through their long-term engagement, leadership, and support, they have helped shape or influence the ERCIS community and its international impact. By recognizing them as Honorary Members, ERCIS acknowledges their exceptional commitment to advancing research collaboration, knowledge exchange, and the continuous development of the network.

JÖRG BECKER

Lifetime Honorary Director,
ERCIS Founding Director

ALAN HEVNER

ERCIS Fellow 2024

REIMA SUOMI

ERCIS Honorary Member,
ERCIS Founding Member

ROBERT WINTER

ERCIS Honorary Member,
ERCIS Founding Member

ERCIS PARTNERS

Our partners seamlessly integrate with our structure. Many of them have already been part of our network for several years, initially associated with one of the ERCIS locations, before transitioning to a different Higher Education Institution. Nevertheless, they continue to contribute to the network with the same level of dedication exhibited by the ERCIS locations' researchers.

PROF. DR.
DANIEL BEVERUNGEN
Paderborn University

PROF. DR.
ANDRÉ CONERS
South-Westphalia University
of Applied Sciences

PROF. DR.
MARCO DE MARCO
Università Telematica Internazionale
UNINETTUNO

PROF. DR.
MATHIAS EGGERT
University of Applied Sciences
Aachen

PROF. DR.
PATRICK DELFMANN
University of Koblenz

PROF. DR.
MARTIN DUGAS
Heidelberg University Hospital

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Dresden University of Technology

PROF. DR.
JAN MENDLING
Humboldt University of Berlin

PROF. DR.
JENS POEPPELBUSS
Ruhr-Universität Bochum

PROF. DR.
JAN RECKER
University of Hamburg

PROF. DR.
CHRISTIAN MESKE
Ruhr University Bochum

PROF. DR.
OLIVER MÜLLER
Paderborn University

PROF. DR.
RALF PLATTFAUT
University of Duisburg-Essen

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ASSOC. PROF. DR.
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Grenoble École de Management

ADVISORY BOARD

ERCIS PARTNERS

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D'Annunzio University of Chieti – Pescara

The ERCIS network has strong connections to local, national, and international companies working with us on various fields of expertise. Aside from their financial support, the feedback of those companies during regular meetings, round tables, or during one-to-one talks, as well as their inclusion in research projects and studies, ensures that we work on practically relevant topics.

ADVISORY BOARD

ABOUT THE COMPANY

Building Europe's Digital Future.

Founded in 1997 at the heart of the Ruhr Region, adesso SE stands for digital excellence and is one of the leading IT service providers in the German-speaking area. With over 10,700 employees at more than 60 locations within the adesso Group, we are shaping Europe's digital future by bringing people and technology together like no other business.

Our mission is clear: We drive digital transformation across Europe – with innovative ideas, smart strategies, and clever IT solutions. IT is at the heart of what we do. Our deep industry expertise allows us to create IT solutions that meet the specific needs of our customers, no matter the sector. Behind every solution are people who want to make a difference and just get things done. Despite our passion for technology, the needs and goals of people are at the centre of everything we do. We design systems and applications that create value and open up new perspectives.

Linking Technology, Research and Science
Innovation doesn't happen by chance. At adesso, we combine targeted research with strategic action to develop technologies and solutions that create real value – for our customers, for society, and for us as a company.

Discover how we're shaping Europe's digital future at:

TOPICS OF INTEREST

- AR/VR
- AWS
- Blockchain
- Cloud
- Data & Analytics
- GenAI
- Google
- IoT
- Java
- JavaScript
- KI
- Low Code
- Microsoft
- Mobile
- MuleSoft
- PHP
- SAP
- Salesforce
- ServiceNow

OUR INDUSTRIES

- Automotive
- Banking
- Building & Living
- Exhibition Corporations
- Food & Beverage
- Health
- Insurance
- Life Sciences
- Lottery
- Manufacturing Industry
- Media & Entertainment
- Public
- Public Transportation
- Retail
- Sports
- Transportations & Logistics
- Utilities

JOB OPPORTUNITIES

At adesso, we build the digital future. From day one, you'll be part of the team – working on ambitious projects that help our clients achieve their goals. We're looking for people who want to put their skills, expertise, and passion to good use.

Ready to take the next step?
Explore our job portal to find opportunities that match your profile. We're excited to meet you!

BISON – the reliable ERP specialist for digital business solutions

BISON is a leading provider of digital business solutions, specialising in food production, retail, agriculture and energy sectors.

For over 40 years, medium-sized and large companies in Germany and Switzerland have trusted BISON to optimise their value chains and strengthen their competitive positions.

We support our customers in planning, developing, implementing and operating industry-specific ERP systems and complementary solutions, including our own products and established applications from SAP, Microsoft, Google, ServiceNow and many more. As a full-service partner, we also provide the necessary IT infrastructure, including networks, hardware and workplace equipment.

«As a full-service provider, our goal is to offer our customers solutions that are relevant both today and in the future.»

***Florian Bernauer** · CEO Bison Group*

Industry-Specific. Future-Proof. Reliable.

BISON ERP systems are designed to deliver long-term value and flexibility for your business. Our modular solutions adapt to your specific needs and integrate seamlessly with existing IT landscapes. With a technology-driven approach – including AI and IoT readiness – BISON ensures your investment is secure and future-proof.

Key Benefits

- Modular and customizable to fit your business processes
- Seamless integration with existing systems
- AI and IoT ready for digital transformation
- Release management that preserves your custom requirements in every upgrade

Bison Schweiz AG
Allee 1A · CH-6210 Sursee
Phone +41 58 226 02 62

Bison Deutschland GmbH
Europaallee 40 · D-67657 Kaiserslautern
Phone +49 631 414 6410

This approach guarantees continuous adaptation to evolving business needs and delivers measurable efficiency gains through end-to-end process digitalisation.

Innovation in Practice

Recently, a leading retail customer implemented a fully independent, BISON-based IT landscape, including merchandise management and financial accounting, within just seven months. Despite the parent company's use of SAP, the decision to rely on BISON demonstrates the trust placed in our innovative solutions and industry expertise.

For more information, visit **bison-group.com**

BISON
LEADING BUSINESS IT SOLUTIONS

welcome to cronos

IT WITH PASSION. PASSION FOR IT.

Would you like to work for a company that embodies **innovation, responsibility** and **team spirit**? For over 30 years, the cronos Group has been the **first choice for quality in processes and IT**, driving digital transformation forward with passion, innovative strength and technological expertise. We support **more than 200 customers** with **passion, expertise and partnership-based cooperation** in mastering the challenges of digital transformation. **Our motivation is to make the world safer, more efficient and better with IT solutions.** We are not driven by quarterly results, but do what makes sense. Always with a view to what is best for our customers and our employees.

FACTS

- Market leader as biggest independent IT consultancy for the utility sector
- 10 locations
- 200+ active costumers
- 30 years of experience
- Kununu MOST WANTED EMPLOYER 2025
- SAP Partner Energy of the year 2020, 2021 and 2022
- UiPath Platinum Partner
- Tricentis Partner

TOPICS OF INTEREST

Our portfolio includes **system integration** and **support, transformation** and **migration, app and add-on development, process automation, departmental support and BPO, and IT management consulting**. We create sustainable, innovative solutions that future-proof companies.

JOB OPPORTUNITIES

As part of our team, you will work in an environment that **encourages ideas, empowers responsibility and enables personal development**. Whether you have experience or are just starting out, we offer not just a career path, but YOUR individual path. We offer not only exciting projects, but also **long-term prospects in a modern, flexible and appreciative working environment**.

WE ARE LOOKING FOR YOUR TALENT

- Software tester
- CX developer
- IT consultant
- App developer
- Cloud developer
- Working Student
- Bachelor-/ Masterthesis

Find more job opportunities here:

OUR PARTNERS:

SAP Gold Partner

DIAMOND UiPath Partner

Tricentis

Microsoft Partner

ABOUT THE COMPANY

The d.velop group has more than 30 years of experience in the field of enterprise content management and has grown to a leading provider of software and services for the end-to-end digitization of business processes and industry-specific specialist procedures in the market for content services platforms with more than 15,000 business customers. The product portfolio ranges from a compliance-ready document repository or archive and digital files to internal collaboration and external cooperation beyond organizational boundaries. The internationally operating network of around 400 partners makes d.velop platform products and excellent service available worldwide.

With d.velop, customers enjoy great flexibility in deciding whether to work with systems traditionally implemented on-premises, move their installation to the cloud, use encapsulated services as SaaS solutions via the d.velop platform, or prefer a hybrid operation. With the d.velop platform, d.velop has established its own app platform, where products and solutions for office automation, developed by d.velop, partners, and app builders, are available at the touch of a button. From electronic signatures to apps for expense reporting and employee communication, to a full ECM system with d.velop documents, the system can be scaled as needed, as the interoperability of the products is also guaranteed.

d.velop

While the company is headquartered in Gescher in Münsterland, its more than 1,100 employees are also spread across other sites in Meppen, Kiel, Bocholt, Münster, Osnabrück, Schöppingen, Salem as well as Vienna in Austria and Timișoara in Romania.

TOPICS OF INTEREST

- Enterprise Content Management
- Process Digitalization and Workflow Management
- Software Engineering
- Data Analytics and Artificial Intelligence
- Quality and Risk Management
- Knowledge Management

D.VELOP AS AN EMPLOYER

d.velop offers its employees a wide range of attractive benefits and opportunities: Alongside flexibility in terms of work location and working hours, great importance is attributed to a pleasant working atmosphere, colleague cohesion and values such as diversity and inclusion. There are numerous opportunities for professional development and personal growth. The very good work-life balance is supported by offers for reconciling work and family life.

As a software company, d.velop offers a variety of exciting IT jobs ranging from product development, project management and consulting for the implementation of software at customers to internal IT with a focus on IT security and the provision of business IT services. In addition, d.velop offers job opportunities across all areas of the company, e.g. marketing, sales, purchasing and human resources.

JOB OPPORTUNITIES

Has d.velop aroused your interest? Find out about attractive job offers at karriere.d-velop.de.

SELECTED VACANCIES

- (Senior) IT Project Consultant (f/m/x)
- (Senior) Project Manager (f/m/x)
- System Engineer SAP (f/m/x)
- Software Engineer SAP ABAP (f/m/x)
- Technical Consultant (f/m/x)
- Project Leader (f/m/x)

CONTACT

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Follow us on

HILTI

At Hilti, we are a passionate global team committed to making construction better. As a trusted partner for productivity, safety, and sustainability, we provide our customers with innovative solutions that impact the construction industry every day. Hilti has become a leading industry player with over 120 locations worldwide and a workforce of more than 34,000 colleagues.

Hilti is where individuals grow lasting careers by exploring possibilities, maximizing their potential, owning their development, and making a real difference every day.

We provide cutting-edge tools, technologies, software, and services for the global construction industry and beyond. Our purpose *Making Construction Better* is based on a passionate and inclusive global team and a caring and performance-oriented culture.

We invest a substantial amount of our annual profit into the Hilti Foundation, which focuses on initiatives that empower people to live independently and autonomously, contribute to building stronger societies, and create networks of competent partners to achieve sustainable and scalable impact.

Hilti stands for quality, innovation, and direct customer relationships. Each day our business has approximately 300,000 individual customer contacts. Being close to the customers enables Hilti to focus on investing in innovations that create real impact for our customers. Many ideas for improvements are even developed directly on construction sites while engaging with entrepreneurs and constriction workers. We want to be the best partner for our customers, which is why we invest approximately 7 percent of sales each year into research and development.

GLOBAL IT AT HILTI

Hilti's Global IT Team:
Driving Innovation and Value

Hilti's IT organization is a globally diverse and collaborative team, with major hubs in Switzerland, Malaysia, and the United States. Each location is home to highly skilled professionals who work seamlessly across borders to drive innovation and deliver impactful results.

Renowned for their commitment to sustainable value creation, Hilti's IT experts leverage cutting-edge technologies to develop and implement solutions that add real value to the business. Their work supports a globally integrated business model, underpinned by standardized data structures and streamlined processes.

TOPICS OF INTEREST

Integrated Operations – We support a globally integrated business model with common data structures and processes through our two business application suites S/4HANA and ByD (for smaller organizations).

Digital Workplace – We support 34,000 internal IT users, including more than 20,000 salespeople with Salesforce and Mobile Applications and 1.000 connected Hilti locations (Hilti stores, warehouses, repair centers, plants, Market Organizations). We do all this with less than 2 IT people per 100 users.

Enterprise Computing – Where we design, build, and operate our network and computing cabilities.

AI Implementation – Where we use AI as a tool to work more efficiently every day.

Cybersecurity – Over 40 professionals based in Switzerland and Malaysia mitigate Hilti's cyber risks in our IT Operations, Supply Chain, IoT and more.

Our Global IT roles range from data analysts, project managers and system engineers to cybersecurity experts, user experience designers, and enterprise architects.

JOB OPPORTUNITIES IN OUR STRATEGIC IT OFFICE IN BUCHS, SWITZERLAND

- Interns or thesis students
- Graduate positions
- Hilti Fellowship program (in cooperation with Univeristy of Liechtenstein)

Take a look at our open positions on:
https://careers.hilti.group/de-ch
or get in touch with us directly.

Charlotte Elisabeth Christensen
HR Business Partner Interns

PICTURE GMBH: TRANSLATING INFORMATION SYSTEMS RESEARCH INTO PUBLIC-SECTOR IMPACT

The PICTURE GmbH is a spin-off of the University of Münster, founded in 2007 by Lars Algermissen and Thorsten Falk. Our work focuses on making processes in public organisations transparent, comparable, and actionable—so that evidence can guide digital transformation, capacity building, and better services for citizens.

FROM RESEARCH TO IMPACT

Emerging from a university context, PICTURE builds on IS thinking about socio-technical design: processes, data, people, and governance must evolve together. In the ERCIS network we contribute practice insights and receive research impulses—turning conceptual advances into repeatable methods and deployable solutions for municipalities and other public bodies.

METHOD AND PLATFORM

The PICTURE Method structures process capture and analysis through semantic building blocks that guide interviews and workshops and enable consistent descriptions across departments. These models can be transformed into BPMN 2.0 to support design, hand-over, and execution artefacts. The web-based PICTURE Platform operationalises this approach: administrations document processes in a common repository, analyse variants, identify improvement levers, and reuse proven patterns. The combination of method and platform lowers the threshold for participation, strengthens comparability, and accelerates implementation. Within German public administrations, our methods and tools are regarded as market-leading and proven in practice.

PICTURE
Prozessmanagement. Einfach. Machen.

BUILDING SUSTAINABLE PROCESS MANAGEMENT SYSTEMS

Beyond individual projects or tools, PICTURE supports administrations in establishing durable process management systems. This includes defining roles and responsibilities, setting up lightweight governance, and integrating process work with strategy, data usage, and continuous improvement. By aligning modelling conventions, decision criteria, and reporting, organisations can scale results across departments and sustain benefits when staff or priorities change.

DEVELOPING MUNICIPAL PROCESS MANAGERS

Our training programme for municipal process managers equips staff to record, model, and optimise processes in their own context. Designed for practice, it blends method modules with guided application in real cases—covering elicitation techniques (e.g., interviews and workshops), modelling fundamentals, analysis and redesign, and change enablement. Participants build a shared vocabulary, learn how to involve employees effectively, and understand how local improvements contribute to an organisation-wide system. The programme concludes with certification, signalling the capability to anchor process management in everyday administrative work.

Visit our website: *www.picture-gmbh.de*

JOB OPPORTUNITIES

For job opportunities at PICTURE GmbH visit: *www.picture-gmbh.de/karriere*

TOPICS OF INTEREST

- Process management and optimization
- Quality Management and Risk Management
- Organizational review
- Knowledge Management
- Task and Product Review
- Software Implementation
- Process Benchmarking
- Change Management

Learn more about the PICTURE platform:

ADVISORY BOARD

PROVINZIAL

ABOUT THE COMPANY

The Provinzial Group is the second largest public insurance group in Germany. We are an insurer and employer in the region with social responsibility. With 12,000 employees in various professional groups, we inspire our customers with security and reliability.

Headquartered in Münster, the Provinzial Holding AG comprises four regional indemnity and casualty insurers as well as a life insurer with head offices in Münster, Düsseldorf, Kiel, Hamburg and Detmold.

OUR IT DEPARTMENT

Within the IT department, our almost 1,000 colleagues ensure the operation and further development of our systems. More than 70 cross-functional and cross-locational units focus on:

- Software Engineering
- Business Process Management and Automation
- Data Analytics and Artificial Intelligence
- IT Security and Governance
- Enterprise Architecture
- Digital Transformation, Innovation and Agility

As a financial service provider, we are part of Germany's critical infrastructure (KRITIS) and adhere to the highest standards in infrastructure and security. This strong foundation also empowers us to explore new, innovative paths through our corporate start-ups, such as our tenant and landlord service ***Apato***, the geodata service ***Datenservice+***, or our digital insurer ***andsafe***.

BODENLUFT: CREATING GREEN SPACES TOGETHER

Provinzial's initiative "Bodenluft – Steine raus. Natur rein." *(bodenluft.net)* aims to strengthen local sustainability by encouraging citizens to remove pavement, concrete, and tiles from their properties, bringing more greenery back into urban spaces. These small actions help tackle big climate challenges: unsealed soils absorb more rainwater to prevent flooding, improve microclimates, and foster biodiversity. To make participation even more appealing, the initiative was designed as a contest: participants could register their projects, share before-and-after photos, and compete for attractive prizes.

The project has also gained the cities of Münster, Kiel, Düsseldorf, and Detmold as official partners. With Bodenluft, all partners encourage people to take action themselves and make sustainability a part of daily life. This gives more room for both people and nature to breathe. Initiated by the sustainability management team and strongly supported by the executive board, IT students and apprentices from the Provinzial Group quickly got the website up and running for the project as part of a successful cross-functional cooperation.

JOB AND COOPERATION OPPORTUNITIES

We regularly search for developers, business analysts, IT architects and IT infrastructure specialists. We offer direct entries, trainee programs, internships as well as working student activities.

You can also write your Bachelor or Master thesis with us, and we are open for research and development cooperations, cocreation, guest lectures or joint courses. Just get in contact with us.

CONTACT

Dr. Steffen Höhenberger
IT Pool & Education
steffen.hoehenberger@provinzial.de

Get more information:
www.provinzial.de/karriere

or follow us on

PROVINZIAL AND FLOW FACTORY: UNLOCKING THE VALUE OF AI

In 2025, Provinzial joined the Flow Factory *(flow-factory.ai)*, a unique research initiative between the Sparkassen Finance Group and ERCIS. The Flow Factory connects leading researchers and finance experts to empirically study the impact of AI on financial organizations.

The first project focuses on the real-world value creation of generative AI platforms like our "Henriette" chatbot. The aim is to systematically quantify productivity gains and business benefits achieved through GenAI, combining market research, interviews, and quantitative measurements. Early results highlight significant efficiency potential, while also emphasizing the need for targeted, data-driven deployment.

The Flow Factory empowers us to shape tomorrow's AI landscape–driving innovation, resource optimization, and the smart integration of AI into everyday work.

viadee

ABOUT THE COMPANY

viadee Unternehmensberatung AG is a German IT Company with more than 250 tech-savvy employees and working students. Our company culture is dedicated to caring for each other to reach our full potentials. Applying this principle, we have come a long way since 1994 to offer great individual solutions to our customers.

viadee has offices in Münster, Cologne and Dortmund. We focus on a regional customer base in North-Rhine Westphalia. Projects are seldom far away from our employees' home, which proudly makes us say that most of our consultants typically sleep at home. This contributes to our flexibility, family lives and helps us with keeping a small CO_2 footprint. With the latest step of joining the Gemeinwohl-Initiative GWÖ in summer 2024, viadee is committed to corporate action based on social and ecological responsibility.

The industry sectors in which our consultants are active include banking, electric power industry, trade, logistics, public service, telecommunications, insurers, and pension funds.

TOPICS OF INTEREST

We share a passion for technological expertise and a rich toolkit of methods. Keeping up to date with the ever-changing world of IT, there are various opportunities to grow within viadee. Bringing the business processes of our customers to life is one of our core activities, using anything from BPMN, AI and Agents, to engineering high quality software.

Prominent mention should be given to our Open-Source contributions on GitHub at github.com/viadee, and our Confluence BPMN Modeler on the Atlassian Marketplace. We also love ensuring software quality through test automation and have developed our own tool for that purpose that operates both in the web and on the operating system level: mateo, the viadee test automation and RPA framework.

Work at viadee is often organized in agile projects leveraging cloud-native and on-prem technologies. We emphasize our undogmatic view on technologies and methods and use whatever tool is appropriate for our customers. This typically includes planning the security, user experience and organisational aspects of our solutions.

Employees can contribute their topics of interest as part of our research and development activities. Right now, this is happening with Artificial Intelligence, IT Security, Cloud Architecture, Process Mining, Agile Leadership, MLOps, and several other topics. To keep up with the scientific discussion we also enjoy cooperating with the ERCIS and other research institutions.

Areas of expertise and consulting products such as these are established and supported like internal start-ups by using lean methods.

JOB OPPORTUNITIES

Interested in our topics and ready to take the next step? If you see yourself in a technical role while being open and interested in the social aspects of everyday business life, we would love to welcome you on board as an

IT Consultants for, e.g.
- Software Engineering
- BPM & Software Architecture
- Data Science & AI
- Quality Assurance

To find out about our benefits and further job listings make sure to visit our website *www.viadee.de/karriere*.
For a closer look at our fields of interest, you are invited to follow along at blog.viadee.de – a blog to which every employee can add content.

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ADVISORY BOARD

ABOUT THE COMPANY

zeb is one of the leading strategy, management and IT consultancies specializing in financial services in Europe. We support banks, insurance companies and (tech) service providers in dealing with all the challenges and opportunities arising from transformation in the industry. As an employer, we rely on people who like to try new things, take responsibility and inspire others through their actions. Topics of interest As a partner for change, it is our aim to improve the performance and competitive strength of our clients. The success of our consulting services is based on well-founded methodology, combined with in-depth expertise and excellent knowledge of the sector. The focus of our work lies in strategy & organization, finance & risk and IT. We intend to continue our growth path in the future. Our thematic growth focus is on management and IT consulting.

FIND YOUR IT JOB AT ZEB

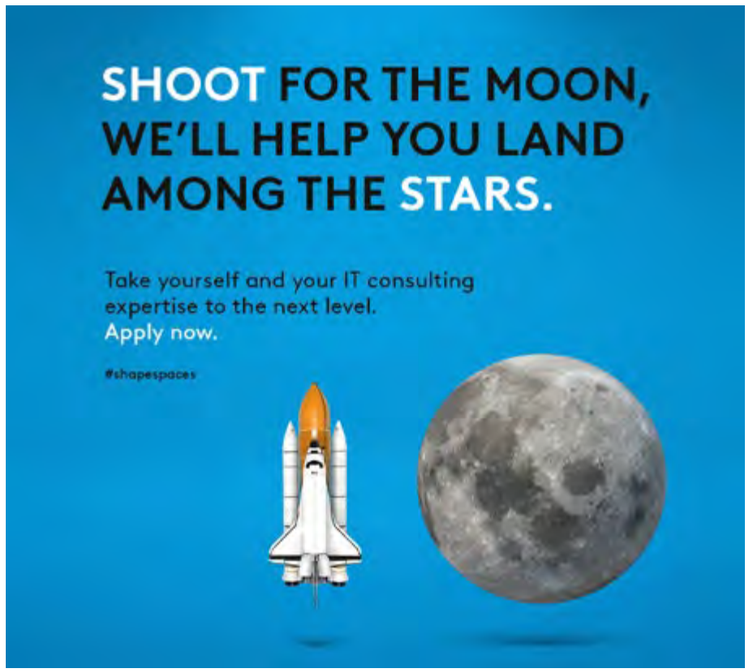
To help companies align their economic success with the changing world of work and boost their competitiveness, we develop sustainable business models not just from theory: at the interface between banking expertise, architecture and digitalization, our IT consulting experts optimize existing organizational structures and implement new ones. The most important thing in this context: solutions tailored to our clients.

ADDITIONAL INFORMATION

ABOUT THE COMPANY

#ShapeSpaces

Entering new spaces, shaping and designing them, grasping and changing the unknown. That's our thing. We love to discover new things, try them out and develop them further.



#ShapeSpaces expresses the key element of the zeb culture: shaping things. With expertise, courage and creativity, we drive the transformation of the financial sector forward. We love to discover new things, try them out and develop them further. We are looking for people who overcome boundaries, shape the future and infect others with their enthusiasm. Shape your professional future with us.

STAY AND GROW

"Stay and grow" is our motto. zeb promotes long-term careers—with a focus on your personal career path. We are looking for people with an excellent university education and team spirit. Our principle at zeb: reasoning beats hierarchy. This means that your opinion matters. Get involved in the dialog that gives rise to something new. Listening well is just as important as arguing convincingly. Question the familiar and inspire others with your ideas. Create new solutions in a team and dive deep into the topic.

JOB OPPORTUNITIES

Required specializations: (business) informatics, (business) mathematics, applied physics, business administration or economics

POSSIBILITIES TO JOIN THE COMPANY

- Internship
- Student assistant
- Theses and dissertations
- zeb.bachelor.welcome
- Direct start

CAREER WEBSITE:

www.zeb-career.com/de/
www.zeb-career.com/en/

zeb

COMPETENCE CENTERS

The ERCIS network bundles certain areas of expertise in several competence centers. Competence centers are multi- and interdisciplinary consortia consisting of partner institutions from research as well as from practice to focus on distinct topics.

C³M

CRISIS MANAGEMENT

The Competence Center for Crisis Management (C³M) integrates the research efforts of the ERCIS network in the domain of crisis management (CM) and humanitarian logistics. Our main objective is to identify relevant challenges in practitioner realities and to design appropriate socio-technical solutions. C³M integrates a collaborating network of different practitioners and research organisations from the CM and humanitarian logistics domain.

CURRENT RESEARCH AND TEACHING ACTIVITIES

What an amazing year 2025 has been. After concluding the research projects PROGNOSIS in April and OptimAgent in December, both funded by the Federal Ministry of Education and Research (Federal Ministry of Research, Technology and Space), we were thrilled to learn that our succeeding project proposal was granted. Accordingly, in January 2026, we kick off the ADAPTI-M project as a direct continuation of the OptimAgent project. Since epidemic modelling and our related works on decision support systems for pandemic management were well covered during the last years, we were happy to integrate the C³M activities in that field into the newly founded Interdisciplinary Center for Mathematical Modeling of Infectious Disease Dynamics (IMMIDD) at the University of Münster. While it was officially founded in November 2024, we held the opening event of the new center together with our colleagues from the medical faculty in July this year. In the context of IMMIDD, Prof. Daniel Vilella from the Brazilian research organization Fiocruz joined our team in October as a visiting researcher. The joint research will concentrate on the integration of his epidemic modelling approaches with the ones developed in the OptimAgent project.

IMMIDD

Another milestone was set in April, when our new Interreg-funded project CareFlow was started at our ERCIS partner University of Twente. With CareFlow, we investigate, design, and evaluate intelligent data-driven tools for cross-border collaboration in the healthcare systems of the Netherlands and Germany. The main task of the C³M team is to apply the DRIVER+ Trial Guidance Methodology (TGM) in close cooperation with our project partner L2R and the CareFlow stakeholders, including emergency services, hospitals, and healthcare facilities.

Speaking of the DRIVER+ TGM, a very special highlight was achieved in June this year: During the Security Innovation Award 2025, hosted by the European Commission and its Directorate-General for Migration and Home Affairs (DG HOME), the DRIVER+ project was awarded the “Best Open-Source Innovation 2025”. After countless successful applications of the DRIVER+ Trial Guidance Methodology—not only in research projects like STAMINA, but also directly by practitioner organizations such as the State Fire Service Institute North Rhine-Westphalia—we could not imagine a better acknowledgment of our work. With the great support of the ERCIS network, it is a privilege for us to host the TGM website *(tgm.ercis.org/)* and maintain its accessibility for all interested parties.

This achievement underlines our commitment to relevant contributions within disaster preparedness and response, which was also achieved through our teaching activities. Next to a new edition of our course “Logistics in Humanitarian Action” for the Network on Humanitarian Action (NOHA) at the group of Prof. Dr. Dennis Dijkzeul, Institute for International Law of Peace and Armed Conflict (Ruhr Universität Bochum), we were happy to continue several practitioner-driven project seminars through our work with municipal administrations. In particular, we would like to thank our partners from the cities of Greven and Brühl, as well as Spielekultur Münster, for their inputs to the design of a serious game addressing the tasks of municipal crisis teams during weather-related hazards in urban areas. We were honored to welcome Prof. Dr. Ulrike Wayland, vice rector for teaching and learning at the University of Münster, to a demonstration of the prototype as part of a student project seminar.

We are deeply thankful for the great collaborations with our long-standing and new partners. As for the new year 2026, we will be further developing our outreach activities and are happy that our managing director, Dr. Adam Widera, has been elected as vice president to the board of directors of the Information Systems for Crisis Response and Management Association. After hosting the ISCRAM conference in Münster 2024 in a pracademic format, we are delighted to see the mission being continued by our next hosts in the Netherlands, Leiden University and the Netherlands Institute for Public Safety. This not only shows the impact C³M already has on future directions in the field but also strengthens the local and regional disaster preparedness and response landscape.

Project Seminar on serious gamin in crisis management

CareFlow Kickoff

SELECTED PUBLICATIONS

Henke, S., Ponge, J., & Hellingrath, B. (2025). Integrating Epidemiological Models and Hospital Resource Management — A Demonstration of the Agent-Based Simulation Tool HosNetSim. ISCRAM 2025.

Ponge, J., Patzner, J., Hellingrath, B., Karch, A. (2025) Targeted Houshold Quarantining: Enhancing the Efficiency of Epidemic Responses. Winter Simulation Conference 2025.

von der Linde, M., Middelhoff, M., Karadaş, D., Thielsch, M. (2025) Design of Emergency Warning Systems: Volunteer Users’ Satisfaction and Key Factors for System Success. Under review in: Fire Safety Journal.

Widera, A., Hellingrath, B. (2025) Humanitarian Logistics and Supply Chain Management. In: Heintze, H.-J., Thielbörger, P., International Humanitarian Action. Springer Textbooks in Law.

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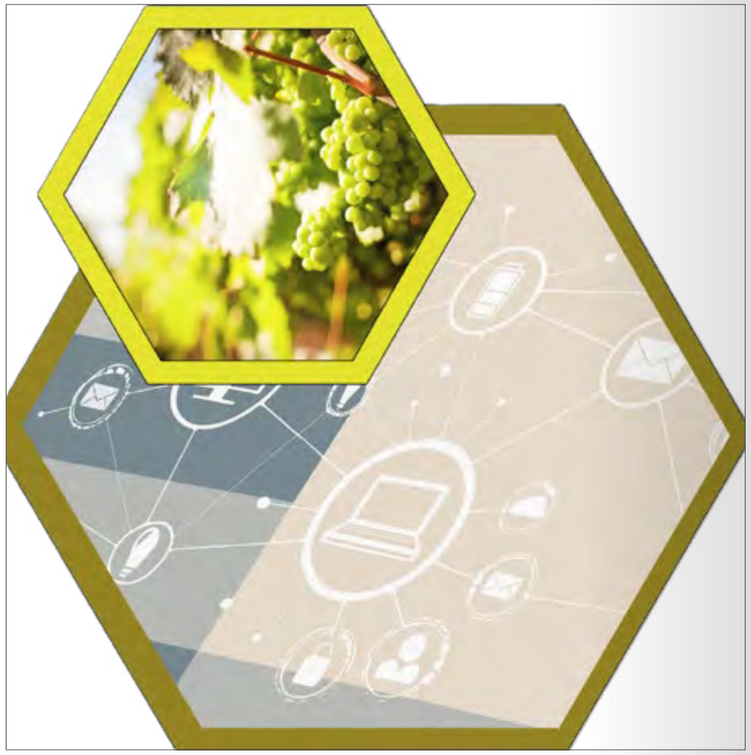
COMPETENCE CENTERS

DIGITAL TRANSFORMATION MANAGEMENT FOR SMES

Small and medium-sized enterprises (SMEs) continue to be the backbone of modern economies, representing the majority of firms and playing a decisive role in job creation and value generation. They are particularly important drivers of economic renewal, as a relatively small group of high-growth SMEs is responsible for a significant share of new employment opportunities. At the same time, these enterprises face persistent obstacles, including restricted access to finance, rising costs, regulatory pressures, and uneven progress in adopting digital technologies such as AI and advanced data analytics. Understanding how SMEs can overcome these barriers and harness digital tools effectively is therefore critical, making the study of digital transformation management for SMEs especially relevant.

The ERCIS Competence Centre engages in research and educational initiatives aimed at generating knowledge that enables businesses to address challenges and unlock the opportunities for sustainable growth offered by digital transformation. This section highlights a selection of activities that are ongoing or being launched in 2025.



WISE-AI project

PROJECT PROPOSAL BEING DEVELOPED

Álvaro Arenas (IE Business School), Isabel Ramos (University of Minho), Niels Frederik Garmann-Johnsen (University of Agder), and Stefano Za (University of Chieti-Pescara) are currently developing a proposal for a project entitled WISE-AI – Wine Industry Sustainable Empowerment with AI. The initiative is designed to build AI competencies in the wine industry as a response to the challenges posed by climate change and shifting patterns of wine consumption. It focuses particularly on SMEs, which are highly exposed to sustainability pressures due to resource scarcity and the growing demand for responsible practices, yet often lack the financial resources and technical expertise to integrate digital and AI solutions into their operations.

At this stage, the project team is conducting interviews with wine producers and business associations to gain a clearer understanding of the sector's needs for incorporating AI, especially generative AI, into wine production processes. Insights from these consultations will form the foundation of the proposal, ensuring that the planned reskilling and upskilling programs directly address the real challenges and opportunities faced by the industry.

STUDY OF PORTUGUESE SMES BY THE UNIVERSITY OF MINHO

Isabel Ramos, as President of the Portuguese Association for Information Systems, is collaborating with ISQ – Interface and Technology Center on a study that analyzes the resource and skills needs expressed by around 550 SMEs to achieve an incremental digital transition. The study groups these needs into four dimensions, Strategy, Organization, Culture, and Digital Innovation, and discusses their relevance both for advancing the digitalization of SMEs and for ensuring their medium- and long-term sustainability.

The main objectives of the study are: (1) to contextualize each identified need within the organizational and sectoral setting of the companies; (2) to identify the critical needs for digital transformation, taking into account the level of digital maturity of SME in Portugal (industry); and (3) to substantiate the expected benefits of meeting these needs, drawing on updated scientific literature to align business practices with academic evidence and to guide effective digital transformation strategies.

PUBLICATIONS OR PRESENTATIONS

Garmann-Johnsen, N F, Olsen D H, and Eikebrokk, T R (2025). Using Gen AI for Sustainable Co-Creation. Emergent Research Forum (ERF) Paper; AMCIS 2025 Montréal, Canada.

Olsen D H, Eikebrokk T R and Garmann-Johnsen N F (2025). The Nordic Model in the Digital Age: Digital Transfor-mation through Collaboration and Trust. Conference paper, EMCIS 2025, Paphos, Cyprus.

Garmann-Johnsen, N F, Olsen D H, and Eikebrokk, T R (2025). Using Gen AI in sustainable business model management: dashboard-prototyping for SMEs. Poster paper. Accepted for CENTERIS 2025, Abu Dabi, United Arab Emirates.

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COMPETENCE CENTERS

COMPETENCE CENTER SMARTER WORK

SMARTER WORK

The Competence Center Smarter Work is a cooperation platform for researchers and practitioners who seek to investigate the transformation of work and to support organizations with the introduction, use, and management of digital technologies at the workplace. For this purpose, we build on years of experience with transformation processes and help exploit the potential of new working modes using conscious and coordinated use of technologies. We integrate individual and organizational perspectives in our research, characterized by pursuing long-term improvements. To this end, we seek a nuanced understanding of underlying organizational problems as a basis for actionable suggestions. We combine a broad repertoire of methods (e.g., surveys, interviews, physiological measurements, digital forensics) with traditional and innovative theories, enabled by our interdisciplinary team of scientists from business, computer science, psychology, and sociology, as well as practitioners from the IT industry.

NEWS

- As part of the 20th International Conference Wirtschaftsinformatik in Münster, Germany, Dr. Joschka Hüllmann and Prof. Dr. Benedikt Berger co-chaired a workshop on AI at the workplace with Dr. Julia Seitz and Thimo Schulz of Karlsruhe Institute of Technology. Keynotes by Dr. Sarah Henni of E.ON Digital Technology and Prof. Dr. Anne-Sophie Mayer of LMU Munich examined how AI technologies are transforming competencies, career paths, and the nature of work itself. Through interactive roundtables, about 40 participants exchanged insights on AI-assisted decision-making, digital representation in meetings, ethical alignment in AI hiring, and the evolving future of knowledge work. The workshop concluded with a call for close collaboration between science and practice to ensure a sustainable, human-centered integration of AI in the workplace.

- In November 2024, CF Production & Engineering and the University of Twente hosted the workshop “Digital Transformation and Work” at Westfalen AG’s headquarters. Participants included Westfalen employees and researchers from Germany, the Netherlands, and Denmark. The event generated valuable insights into digital production and smart product environments. The workshop began with a keynote by Laurent Wauters-Herlyn, Head of Strategy and Innovation in Production & Engineering at Westfalen, highlighting key automation technologies. Professor Julia Backmann from the University of Münster followed with a lecture on the four-day workweek. A plant tour with Henning Kordts, Head of Technical Gas Filling, provided practical insights into material flow. In the afternoon, participants discussed strategies for digital production amid skilled labor shortages and developed concrete solution approaches. The workshop concluded with positive feedback, emphasizing the fruitful exchange between industry and academia.

SELECTED RESEARCH PROJECTS

Unpacking the Hidden Configuration Work in Human-GenAI Collaboration: A Qualitative Longitudinal Study of Microsoft Copilot at Work

(M. Herding, J. Hüllmann and B. Berger)

Current perspectives on generative artificial intelligence (GenAI) systems in organizations emphasize the promise to enhance productivity, creativity, and skills through effective human-GenAI collaboration. Unlike traditional IT systems designed for specific purposes within defined processes, GenAI systems are malleable and multipurpose, requiring individuals to actively define and shape different configurations of human-GenAI collaboration. These configurations describe the situated and evolving arrangements through which individuals and GenAI systems interact and share work. Based on 54 repeated interviews with eleven IT service professionals in an IT consultancy, we identify four interrelated forms of configuration work that enable such configurations: exploration work, interaction work, validation work and role configuration work. We argue that through these continuous efforts, individuals navigate a persistent state of liminality induced by the inherent openness of GenAI systems, requiring individuals to continuously revisit and renegotiate different configurations of human-GenAI collaboration.

Designing Speech-Based Assistance Systems for Minute-Taking in Meetings

(B. Berger in cooperation with A. Koslow)

Advances in speech recognition and processing allow speech-based assistant systems (SBAS) to support or fully automate an increasing number of human tasks. Deploying SBAS in organizations promises economic benefits but may also hold unintended drawbacks of automation, such as negative impacts on employees’ competences and professional identity. Using the example of taking meeting minutes, we investigate how SBAS should be designed to balance these benefits and drawbacks. We developed a prototype of an SBAS for minute-taking in online meetings and evaluated its use in an online study. The results show that a higher level of automation improves the capture and processing of information from online meetings but has adverse effects on minute-takers’ satisfaction and identification with their work. We derive six design requirements from the results and subsume them under two design principles that describe how automation by SBAS can enhance human work.

Representation Learning of Esports Tactics to Estimate Team Effectiveness

(J. Hüllmann in cooperation with S. Rätze from JKU Linz)

Team-based esports, e.g., Counter-Strike 2 or League of Legends, have seen an increase in players over the past decades and, as a result, have gained growing research interest. One topic of inquiry is team performance and its prediction. Inspired by machine learning in traditional sports such as soccer and basketball, this project develops machine learning models to predict team tactics, as coordination and tactics are crucial factors underlying team performance. Esports games produce digital trace data that capture all game actions at a high resolution. As such, esports offer a unique opportunity for collecting (non-) obtrusive and fine-grained data on teams in the field to build such prediction models. By combining the machine learning models with follow-up econometric analyses, this project estimates correlations between tactics and performance outcomes. The real-time nature of the models allows for actionable advice on which tactics to choose during a live game.

SELECTED PUBLICATIONS

Hüllmann, J. A., Schafheitle, S. D., & Weritz, P. (2025). People Analytics am Scheideweg: Vier Thesen für eine nachhaltige Kurskorrektur. Schmalenbach Impulse, 15, pp. 1–15.

Möllers, M. (2025). “The Copilot that Can’t Fly”: Evolving Human-GenAI Configurations for Augmentation. In Proceedings of the 31st Americas Conference on Information Systems. Montréal, Canada.

Koslow, A. & Berger, B (2025). Designing Speech-Based Assistance Systems: The Automation of Minute-Taking in Meetings. In Proceedings of the 20th International Conference Wirtschaftsinformatik. Münster, Germany.

Meijerink, J., Schafheitle, S. D., Hüllmann, J. A., Renkema, M., van Riemsdijk, B., & Bondarouk, T. (2025). The promises and perils of online labor platforms for the sustainable inclusion of people with a disability. In Proceedings of the 41st EGOS Colloquium 2025. Athens, Greece.

Cheng, L., Hüllmann, J. A., Meijerink, J., & van Riemsdijk, B. (2025). Exploring an Integrated Theoretical Framework for Ontology-Based Job Matching Algorithms for Persons with Disabilities. In Proceedings of the 3rd EIASM Workshop on People Analytics & Algorithmic Management (PAAM). Enschede, The Netherlands.

Rätze, S., Städter, C., & Hüllmann, J. A. (2025). Taking Aim at Research on Esports Teams: A Systematic Literature Review and Cross-Disciplinary Research Agenda. Team Performance Management. doi.org/10.1108/TPM-09-2024-0109

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COMPETENCE CENTERS

Rothenberge

SOCIAL MEDIA ANALYTICS

The Competence Center Social Media Analytics (CC SMA) addresses the challenges arising from the rapid and often disruptive evolution of social media technologies. Its main research focus lies in the misuse of these technologies for disinformation, propaganda, and fake news dissemination. Together with national international partners from disciplines such as information systems, computer science, psychology, statistics, journalism, communication science, and mathematics, the competence center investigates these complex phenomena from multiple perspectives.

RESEARCH

The CC SMA continued its established research and collaboration projects while also expanding into new areas. Recent research has focused on the impact of generative neural networks (e.g., GPT models) on content production, as well as on developing techniques for detecting artificially generated content. This year, a key contribution with respect to research output is a new explainability approach that not only assesses the importance of individual words but also incorporates the sequence and order of textual building blocks to better understand why models classify messages as AI-generated. Given the accelerating pace of AI-based content creation, the group also investigated multimodal content analysis (text, image, video) and advanced real-time detection methods for identifying coordinated information campaigns. Complementary to detection methodology, the CC-SMA realized an international master's thesis research project by Sanne Bouman (University of Twente) titled "On the Evolution of Social Bot Intelligence", which analyzed GitHub repositories to map the current landscape of (LLM-steered) social media bots. The study found a significant increase in the number of such bots since 2020, with approximately 10.6% now leveraging large language model (LLM) technologies.

NEW RESEARCH PROJECTS AND FUNDING

Building on this line of research, the CC SMA launched the Klaus Tschira Project "Towards Robustness of Disinformation Campaign Detection Algorithms in Open Online Media in the Context of Trustworthy AI" (05/2025 – 10/2026). The project mainly based at Paderborn University aims at enhancing the robustness and adaptability of campaign detection algorithms in dynamic online environments. To this end, the team combines state-of-the-art stream clustering algorithms (such as TextClust) with automated algorithm configuration, ensuring that detection methods remain effective against the rapidly evolving tactics used in modern (dis)information campaigns.

In early 2025 our Australian CC-SMA member Mehwish Nasim from the University of Western Australia in Perth received the Women in Research (WiRe) Fellowship of the University of Münster. This funding enables extended research exchange and continuation of the DAAD-funded exchange project "The role of Large Language Models in the Detection/Mitigation of Disinformation" with a special focus on detecting disinformation in under-represented (non-English) languages.

NETWORKING & RESEARCH VISITS

In the context of the DAAD-funded exchange project "The role of Large Language Models in the Detection/Mitigation of Disinformation", exchange with Australia Mehwish Nasim visited University of Münster in spring 2025. A return visit will take place towards the end of 2025.

SELECTED PUBLICATIONS

Many members of the CC SMA have published collaborative research on disinformation identification, disinformation description, explanation as well as on methodological issues:

Thapa, S., Shiwakoti, S., Shah, S. B., Adhikari, S., Veeramani, H., Nasim, M., & Naseem, U. (2025). Large language models (LLM) in computational social science: prospects, current state, and challenges. Social Network Analysis and Mining, 15(1), 1-30.

Lütke Stockdiek, J., Grimme, B., Griesbach, M. & Grimme, C. (2025). Out of Order: On the Importance of Word Positions in Explaining Text Classification. In Nicosia, G., Pardalos, P., Ojha, V. et al. (Eds.), The 11th International Conference on Machine Learning, Optimization and Data Science — LOD 2025 (pp. 1–15). Lecture Notes of Computer Science (LNCS). Cham: Springer Nature.

Unger, S., Klapproth, J., Boberg, S., Bösch, M., Vief, N., Stöcker, C., & Quandt, T. (2025). Features of disinformation: an expert interview study on the perception of disinformation among political, governmental, media and business elites in Germany. Journal of Elections, Public Opinion and Parties, 1–23.

C²SMA Competence Center Social Media Analytics

SOCIAL AND TEACHING ACTIVITIES

Social Events: Christmas market meeting (with partners from Paderborn, Leiden, Twente, Dresden, Edinburgh, and Münster) and summer meeting / water skiing (with partners from Paderborn, Leiden, Twente, and Münster).

Teaching Event: Project Seminar Workshop on eye tracking and attention mechanisms in social media at Landhaus Rothenberge (university of Münster).

waterskiing

summer_meeting

christmas_market24

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ERCIS MANAGEMENT TEAM

For everything that concerns the ERCIS network simply write us an email – you will for sure get an answer from one of us! The Management Team consists of Dr. Katrin Bergener and Dr. Armin Stein, who take care of partner relations and operational tasks. They also enjoy organizing summer schools and events where the network comes together.

If you have ideas for projects, collaboration initiatives, joint seminars, exchanges, or whatever comes to your mind on how to exploit the network – or you are simply interested in the network, do not hesitate to get in touch with them!

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