The ERCIS – European Research Center for Information Systems – is an international network of scientists, conducting cooperative research in the field of Information Systems. The network was founded in 2004 at the University of Münster, funded by the German State of North Rhine Westphalia and the University of Münster, with Prof. Dr. Jörg Becker as its Academic Director.

The network provides new ways of thinking and multidisciplinary approaches for finding solutions to the problems arising from the ongoing transformation of society and organizations due to the growing impact of IT. The ERCIS has dedicated itself to dealing with these challenges through the collaboration and exchange of information between research and practice.

What sets ERCIS apart is its excellent collaboration and the uncomplicated initiation of research cooperation and research projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. Its strengths are the personal contact of research cooperation and research cooperation and the uncomplicated initiation of projects. 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This year's 3rd Annual ERCIS meeting and workshop was held in Lithuania.

Rimantas Butleris from the Kaunas University of Technology kindly invited us to the beautiful city of Kaunas. In total 19 Participants from 10 different ERCIS member states came together to discuss current ERCIS activities and to think about future joint research possibilities. Representatives from Finland, Italy, Lithuania, France, Norway, Netherlands, Russia, Switzerland, Liechtenstein, and Germany were attending the workshop.

At the first evening, Rimantas invited the whole group to a classy restaurant in Kaunas where everyone had the opportunity to have some informal conversation and “first-timers” had the chance to get to know the partners.

On the next day, after a short welcome speech by Prof. Jörg Becker, the workshop began with a recapitulation of all recent and ongoing ERCIS activities presented by Armin. Besides other things, Marcel presented first results from the “Grand Challenges of IS” study that was initiated at last year’s annual ERCIS workshop in Bordeaux.

Afterwards, the main part of the workshop day was dedicated to the discussion of possibilities for joint (EU) research proposals. Goals of this session were understanding how ERCIS members conduct joint research (national and internationally), identifying research funding opportunities for future joint project proposals and generating and discussing new and existing research ideas. Therefore, each ERCIS member had the opportunity to present his ideas and to describe how they manage and apply for research funding and how they usually cooperate with other research institutions (regarding research projects, PhD exchange, etc.).

In the following workshop session our newest ERCIS member from the University of Twente, Netherlands was presented by its representative Jos van Hillegersberg.

In the last workshop session, Armin talked about planned and upcoming ERCIS activities and presented next year’s host of the 4th annual ERCIS workshop in Turku, Finland. Ulrich Müller-Funk took the opportunity to discuss the current and future doctoral program of the University of Münster (Department of IS) with all ERCIS members. The question at hand was “How to build up a doctoral program that meets all Bologna criteria and is still compatible with the current traditional system in Germany?”

The workshop day was concluded by a nice dinner in the old town of Kaunas where an enthusiastic saxophone player was providing nice entertainment. The day after, the group visited Trakai Island Castle, a famous castle in the region of Vilnius. The day was concluded by a lunch in one of the nice restaurants near the lake Totoriskiu Ezeras.

Participants in 2012’s workshop were Jörg Becker, Katrin Bergener, Sara Hofmann, Armin Stein, Marcel Heddier, Ulrich Müller-Funk, Gottfried Vossen, Reima Suomi, Alessio Maria Braccini, Paolo Spagnoletti, Rimantas Butleris, Kestutis Kapocius, Tomas Skersys, Oihab Allal-Cherif, Bjørn Erik Munkvold, Stig Nordheim, Fons Wijnhoven, Eduard Babkin, Robert Winter, and Oliver Müller.

The next Annual ERCIS workshop will be hosted by our partners in Turku, Finland from 23rd–25th May. Save the Date!
Best Paper Award at ECIS for Stefan Stieglitz and Linh Dang-Xuan  

Congratulations to Stefan Stieglitz and Linh Dang-Xuan from the ERCIS headquarters in Münster! The researchers were awarded at this year’s HICSS in Grand Wailea, Maui, Hawaii. Their publication “Political Communication and Influence through Microblogging – An Empirical Analysis of Sentiment in Twitter Messages and Retweets” won the Best Paper Award in the Track “Internet and the Digital Economy.”

New Generation of ERCIS Researchers  

We do not only talk about promoting young researchers, we actually do it. Right from the start! Thus, we are very happy to welcome Moritz and Ferdinand (from Vaduz) and Levi (from Münster) as our youngest members in the network. Let’s hope that they show interest in Information Systems research!

ERCIS@ECIS in Barcelona  

By now it has almost become a good tradition to have an informal ERCIS meeting at the ECIS conference. This year in Barcelona we met on the terrace of the cafeteria for a few drinks, a chat, and some interesting talks about new contact persons in the network, researcher exchange possibilities, and other activities that are currently going on in the network.

Farewell to Dublin, Seoul, Madrid  

Whereas the ERCIS network has been expanding during the last years, we took leave of three partners in 2012. Together with the respective contact persons, we have taken the sad decisions that Dublin (Ireland), Seoul (South Korea) and Madrid (Spain) will be no longer members in the ERCIS network. It has turned out that the research interests as well as the goals of the network and that of the former members no longer match. In order to give way for other potential partners from their countries, the three institutions have decided to quit the ERCIS network. We would like to thank our contacts Séamas Kelly from the School of Business, University College Dublin, Jin Hyung Kim from Korea Advanced Institute of Science and Technology (KAIST) in Seoul and Julio Manfio from Universidad Politécnica de Madrid as well as their teams for their fruitful participation in the ERCIS network, and finally validate the countermeasures.

ERCIS Lunchtime Seminar at ERCIS Headquarters  

This year, the ERCIS Lunchtime seminar was held for the fourth consecutive semester and thus has become a well-established event at ERCIS headquarters. Like in previous years, a broad range of topics, such as IT Security, Game Theory, Cloud Computing, Data Marketplaces, Small and Medium-sized Enterprises (SMEs) and ICT, as well as process modeling was presented and discussed during Tuesday’s Lunch Sessions. Besides several speakers from the ERCIS Headquarters, many national and international guest speakers presented their research in the IS domain. Amongst them were Dr. Joseph Bonneau from the University of Cambridge, (UK), Alexander Löser from TU Berlin (Germany), Johann-Christoph Freytag from HU Berlin (Germany), Benjamín Johnson from UC Berkeley (US), Erwin Field from QUT (Australia), Kai Riemer from the University of Sydney (Australia), Anne Laurent from the University Montpellier 2 (France), João Porto de Albuquerque from ICMC-USP (Brazil), Marcos L. Chaim EACH-USP (Brazil), Diego Ponte from the University of Trento (Italy), and Jelene Beekhuyzen from Griffith University (Australia).

ERCIS Booth at CEBIT  

During this year’s computer fair CEBIT, researchers from the ERCIS headquarters presented several innovative software solutions, amongst them the EU-funded project EMUVE (development of Multi-User Virtual Environment for Entrepreneurs in Europe) as well as the projects Virtimo and Side Channel Attacks in Automotive Security. Virtimo’s aim was to develop IT-based processes in organizations considering their specific and established systems. The project Side Channel Attacks in Automotive Security integrated a common encryption algorithm on a microcontroller, trying to obtain the secret key through a so-called Side Channel Attack.

Gotfried Vossen Appointed as GI Fellow  

For the eleventh time, the German Computer Science Society (GI) has awarded fellowships to computer scientists who have served their field as well as their professionalist society in an outstanding fashion. This year, the committee awarded Matthias Jarke (RWTH Aachen) and Gottfried Vossen, who were appointed “GI Fellow” in a ceremony during the 2012 GI Annual Conference in September 2012. The charter stated that “in Gottfried Vossen, GI is honoring a scientist and teacher who stands out for his variety of work on transaction systems, database systems, information systems, and data modeling. His work has given a wide visibility to the topics both nationally and internationally.” Gottfried Vossen has been a GI member since 1978.
The Institute of Business-to-Business Marketing (IAS) is operating as one of the three chairs under the roof of the Marketing Center Münster (MCM) and is part of the ERCIS Headquarters located in Münster. Although business-to-business marketing represents traditionally the main area of research, the IAS expanded into a variety of other research fields, such as the emergence of dominant design, service marketing, and negotiation management.

In doing so, the IAS is working in close collaboration with associates from industry and research that contribute to parts of the research program. Apart from the high quality research, the IAS is characterized by outstanding educational efforts. In order to offer our students a wide range of high-class lecture series and vigorous seminars, we put a great effort in maintaining close ties to a wide range of worldwide partners from different industries and academic institutions. This winter, the IAS conducts an interactive lecture on advanced industrial marketing in which students are working in groups to solve and present various case studies with a business-to-business marketing focus.

Our main research field comprises advancements of multivariate methods for data analysis and topics of industrial marketing. The results of our academic work have, in turn, been published in the following textbooks: "Hindernislauf Marketing: Erreichung-Ernüchterung-Durchbruch", "IndustrieMarketing", "Strategisches Marketing", "Multivariate Analysemetho-
den", "Fortgeschrittene Multivariate Analy-
semethoden", and "Vermarktung hybrider Leistungsbündel". Due to the high quality of these publications, the IAS has recently been honored by several awards, such as the renowned Georg-Bergler-Preis 2008 and the Transferpreis 2010 of the University of Münster for their outstanding link between practice and science within the project "H2-ServPay".

Current research projects at the IAS are divided in two sections. First to mention are institutionally funded research projects that are, inter alia, sponsored by the Federal Ministry of Education and Research. Against this background, the IAS collaborates closely with industrial companies and practice-oriented associations to generate knowledge with a direct impact for the industry. The second section of research projects is focused on relevant topics in the international field of Marketing and conducted in the course of (cumulative) dissertation projects. Currently, the IAS is working on the research project Inno-
GeSi.net whose main objective is to find innovative business models for security of infrastructures in mains supply. Within the scope of this project, the IAS concentrates on a special international mega project in mains supply called Desertec. We intend to indicate the different risks in such a project and look for intelligent financial solutions by anticipating these risks.

Furthermore, the IAS engages in a cooperative research project, namely it’s OWL, whose focus is on intelligent technical systems that are designed to facilitate an increase of effectiveness and efficiency in new product development. The core focus of the project is the development of a complex statistical tool for innovation acceptance measuring in premature stages. Above that, the IAS still engages in a wide variety of collaborative research projects that focus on the quantification of productivity in industrial services with the help of Data-Envelopment-Analysis (DEA) and on extending scenario analysis to assess the challenges and chances auditors will face in the year 2025.

On the other hand, the IAS has been publishing studies in the field of industrial marketing in book publications and international journals. Furthermore, we continue to deliver relevant insights in the field of dominant designs and negotiations research.
We Change  
In order to improve innovation capabili- 
ty of companies in times of demographic 
change, WeChange develops a demogra- 
phic-sensitised social augmentation and 
innovation platform based on theoretical 
insights into augmented reality, social me- 
dia, technology acceptance, and IT-based 
business processes. Participants in the 
project are the ERCIS, the University of 
Mannheim and CAS Software AG.

Networked Service Society  
The project “Networked Service Society” 
contributes to the understanding and the 
innovative design of the relationship be- 
tween Service-Networks and IT. The goal of 
the project is to establish a long-term re- 
search infrastructure with institutions from 
the Asia-Pacific region. Cooperating partners 
in this research endeavor comprise the Eu- 
ropean Research Center for Information 
Systems (ERCIS), the professional partners 
that support the evaluation are DMG AG, 
ThyssenKrupp AG and Trumpf GmbH + Co. 
KG. The research project is funded by the 
BMBF (Bundesministerium für Bildung und 
Forschung) within the funding program “Productivity of Services”.

KollaPro  
From September 2010 to August 2013, the 
novel joint research project KollaPro will 
explore innovative strategies for collabora- 
tive business process management (BPM) 
in the services sector. Project partners of 
this research endeavor comprise the Eu- 
ropean Research Center for Information 
Systems (ERCIS) of the WWU Münster, 
DÜRABLE Hönke & Jochheim GmbH & Co. KG, 
best practice consulting AG, and Software 
AG. The research project is funded by the 
BMBF (Bundesministerium für Bildung und 
Forschung) within the funding program “Productivity of Services”.

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Münster 2012.

About the Institution  
The Chair for Information Systems and In- 
formation Management at the WWU Mün-
stet, directed by Prof. Dr. Jörg Becker, Pro- 
fessor h.c. (INH-HOE, Moskau), currently 
comprises 27 postgraduate research assis- 
tants and eight post docs as well as 28 un- 
dergraduate research assistants. The cour-
se offerings as part of the Bachelors and 
Masters programs on Information Systems 
comprise Process Modeling (Application 
systems, Information Modelling, Work- 
flow Management) and Data Modeling 
(Data Management, Management Informa-
tion Systems and Data Warehousing) topics. 
Early on in their studies students can enroll 
in additional domain-specific courses such 
as Elective Modules, Project Thesis, and 
Seminar. Soft skills programs and extend- 
techniques and rhetoric are also conveyed. 
All courses consequently focus on integration 
with current research and industry projects.

Research Topics  
Focus areas of research are Process Mo- 
deling and Data Modeling. Besides deve-
loping and evaluating new modeling meth- 
ds, the methods are transferred into practice 
to generate business value for companies 
and governmental organizations. 
Focussed domains of research com- 
prise Service Science Management and 
Engineering (SSME), Retail/Wholesale, and 
E-Government. As the chair is embedded in 
the European Research Center for Informa-
tion Systems (ERCIS), the research projects 
comprise Process Modeling (Application systems, Information Modeling, Workflow 
Management) and Data Modeling (Data 
Management, Management Information 
Systems and Data Warehousing) topics. 
Early on in their studies students can enroll 
in additional domain-specific courses such 
as Elective Modules, Project Thesis, and 
Seminar. Soft skills programs and extend-
techniques and rhetoric are also conveyed. 
All courses consequently focus on integration 
with current research and industry projects.

Current Research Projects  
ProCom  
This project on Business Process Com-
pliance Management was funded with 
330,000 € by the German Research Foun-
dation (DFG). In this project, we apply our 
knowledge on model querying to business 
process models to be checked for com- 
pliance. To be able to prove the utility of 
model-driven Business Process Compliance 
Checking, we collaborate with companies 
from the financial sector.
In a world where computer networks are an indispensable backbone of wealth and growth, a sound understanding of the principles of security and privacy are no longer the sole domain of spies and specialists. Instead, knowing about information security belongs to the set of indispensable skills for every businessperson and citizen – just like in the offline world everyone knows how to operate a door lock, or not to issue a blank check. The IT Security Research Group at the Department of Information Systems takes an interdisciplinary approach to a range of research questions in information security and privacy, in particular economics of information security and privacy, multimedia security, cybersecurity, digital forensics, privacy-enhancing technologies, and usable security. Rainer Böhme, assistant professor at WWU Münster since September 2010, heads the group.

TEACHING HIGHLIGHTS: GAME THEORY AND LEGAL ISSUES
The summer term brought two innovative seminars, both with an interdisciplinary angle. Game theory, the math of strategic interactions between players, is predestined to study security problems. Master students in the IS program were invited to familiarize themselves with the background in a dedicated block lecture and then to present selected research papers in a block seminar, which took place at the Northern Sea coast. We heard up to three talks per day during low tides; and students had the opportunity to take kiteboarding lessons when the tides were high (see also p. 87 REPORT on Kitesurfseminar).

In another block seminar, taking place in Münster and co-organized with Thomas Höver of the local law school, pairs of ISCS students and prospective lawyers explored topics at the intersection between law and security or privacy. The talks covered for instance anonymous communication, software liability, and the provision of secure digital identities. An overarching goal was to learn appreciating the viewpoints of different disciplines and to engage in dialogues with an audience who does not share the same terminology and mindset.

PhD
Visiting researcher Benjamin Johnson, a postdoc at UC Berkeley’s math department has spent his summer in Münster to teach game theory in the Master program and continue a fruitful research collaboration on game theory and security with the IT Security Research Group. He remembers Münster as a likable place, albeit slightly too rainy by Californian standards.

2.7 million, while global expenditures on spam prevention probably exceeded a billion dollar. The report got widely recognized, including citations in the Economist, by the BBC and in the German national newspapers. It concludes that spending more on defense technology is probably less effective than increasing the effectiveness of law enforcement against cybercriminals. In a related study, Rainer Böhme and Tyler Moore conducted a secondary analysis of Eurekamicro-level data on citizens’ perceptions of cybercrime. Their results indicate that opportunity costs of cybercrime already emerge if citizens are concerned about cybercrime, and somewhat surprisingly, less so from actual experience of cybercrime. Cybercrime today might not be as dreadful as publicly depicted.

RESEARCH HIGHLIGHTS: THE SOCIAL COST OF CYBERCRIME
Advances in information technology let social interactions move online, legitimate and illegitimate alike. As a result, citizens and policy makers are increasingly concerned about cybercrime, partly by own experience but more so in response to media coverage. However, news about cybercrime often draws on reports published by security vendors. This industry obviously has vested interests in exaggerating losses to support sales. A recent trend is to frame the issue in the context of espionage and cyber warfare, which helps to tap governments’ large defense budgets. Putting this kind of scaremongering aside, how much shall we worry about cybercrime? In order to answer this question, Rainer Böhme joined an international team of researchers led by Cambridge professor Ross Anderson. For the first time, the team systematically collected what is defensibly known about the social cost of cybercrime. This includes direct losses, indirect losses, and the money spent on defense technologies, such as firewalls and antivirus. The resulting report “Measuring the Cost of Cybercrime” finds that cybercriminals are best described as dreadful as publicly depicted.

EVENTS
Studying information security and privacy from an interdisciplinary angle gains momentum in the research community as well. Jointly with DIW Berlin, the oldest and largest German economics research institute, Rainer Böhme hosted the 2012 Workshop on the Economics of Information Security, the annual flagship event for interdisciplinary scholarship on information security and privacy. In addition, he served as an expert for the Working Group on Security Economics set up by ENISA, the EU Commission’s information security agency, and for an international research project by the EU Commission on the economic value of personal information. We address a closely related topic in an event targeted to the academic information systems community: Rainer Böhme has been invited to organize a special track on Personal Data Markets for the ECIS 2013 conference in Utrecht, jointly with Carnegie Mellon professor Alessandro Acquisti and a board of top-flight international experts in this emerging field.

PUBLICATIONS

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Key Facts
Institution
- Launched in fall 2010
- 3 researchers

Research Topics
- Economics of Information Security
- Digital Forensics
- Cybercrime
- Steganography and Steganalysis
- Privacy-Enhancing Technologies
- Economics of Privacy
- Security and Usability
The research of the Chair is working on the following research topics:
- Segmentation of Supply Chains: Today’s supply chains are increasingly moving from a Build-to-Order (BTO) towards a Build-to-Stock (BTS) strategy as a way to gain competitive advantage. In this context our research efforts are focusing on the question which supply chain processes should be conducted forecast-driven and which order-driven. With the development of a modeling approach for describing and calculating the relevant decision parameters we are approaching this problem.
- Supply Chain Flexibility: Flexibility in supply chains can serve as a means to cope with uncertainty. Our research in this area focuses on the questions how well a supply chain can adapt to changes, how the optimal balance between flexibility measures and flexibility costs can be determined, and how the optimal combination of flexibility measures to apply can be determined.
- Spare Parts Supply Chain Management: For maintenance it is crucial to have the required spare parts, the right equipment and the respective qualified maintenance service personal as fast as possible at the place of repair. Our research focuses on how existing planning methods and processes can be used, adapted and integrated to find an appropriate balance between the total supply chain costs and the required service level.
- Supply Chain Security: Within the last decade, security has become one of the major topics in supply chain management. It aims at protecting supply chains from deliberate attacks and misuse, e.g. the introduction of contraband. Our current research focuses on security in business process management, e.g. modeling security aspects and analyzing processes for security issues, and security initiatives and governance in supply chains.
- Humanitarian Logistics: Numerous studies have shown that logistics significantly contributes to the efficiency and effectiveness of humanitarian operations. Our research focuses on the modeling and performance measurement of humanitarian supply chains, their information requirements, and the development and evaluation of software for humanitarian logistics. The research outcomes enable humanitarian organizations to improve their logistics performance and reduce of logistics related costs in disaster relief.

CURRENT RESEARCH PROJECTS
The German Logistics Association (BVL) has more than 50,000 members, including many companies, service providers and researchers, who are experts on the fields of logistics and logistics software. The BVL uses this potential to support a council on the topic of humanitarian logistics, which is led by Prof. Hellingrath in 2012 and 2013. The council aims to comprehend the contribution that logistics can make to relieve suffering in sudden on-set and permanent disasters, and to make use of the BVL network to raise consciousness about humanitarian challenges.

Starting in June 2012, the Franco-German research project InfoSec (Integrated Postal Security) aims at securing the postal infra-structure. The resulting solution will provide better protection for citizens against threats posed by any abuse of international postal services, as well as increase security in the face of terrorism and organized crime. InfoSec is funded jointly by French Agence Nationale de la Recherche and German BMBF and headed by the chair of Industrial Engineering and Logistics at the University of Münster. Among several partners, Deutsche Post, La Poste, and Université de Bordeaux. In addition, expertise on customs law is provided by Prof. Wolfgang who leads the Department of Customs and Excise at the WWU Münster. Management of inter-organizational network strategies is a strategic key capability for today’s companies. In this context, the increasingly important field of Supply Chain Planning (SCP) has established in recent decades. In this area, several combinatorial optimization problems exist that cannot be solved by exact mathematical optimization techniques. In order to tackle these problems a PROBRAIL project started in June 2012 in cooperation with the research groups of Universidade Federal do Ceará (UFCD) and Universidade de Pernambuco (UFPE). Objective of the project is to adapt and apply new, promising optimization and clustering techniques for problems in SCP. In October 2012, the Brazilian-German research project IntMSec (Integrating Intelligent Maintenance Systems and Spare Parts Supply Chains) started. Objective of this project is to improve the effectiveness and efficiency of spare parts service management operations for complex technical systems. Objective is to integrate information provided by embedded Intelligent Maintenance Systems (IMS) with improved planning and coordination methods as well as processes. The research project is funded jointly by Brazilian CAPES and German DFG. The Brazilian research partners are Prof. Pereira (UFRRJ), Prof. Frazzon (UFSC), and Prof. Espíndola (FURG).

AWARDS
This year the trade magazine Verkehrsdurchschauer again conducted Germany’s biggest knowledge competition “Logistics Masters”, in which over a thousand students from more than 120 universities strived to earn the title of “top logistics student 2012”. Timm Weber, an Information Systems master’s student from Münster, achieved the third rank among all participants.
The ITM is the leading Institute for Information, Telecommunication and Media Law in Germany. The Institute’s work aims at exploring the legal framework and underlying policies of the information society with a particular focus on “information” as an economic and cultural good. The Institute emphasizes the importance of interdisciplinary work since a proper understanding of the technological or economic background is a prerequisite for successful regulatory work. Many activities are carried out in close cooperation with the faculty of economics of the University of Münster. In 2002, the ITM was appointed the Competence Centre in Information, Telecommunication and Media Law for North Rhine-Westphalia.

Dr. Thomas Hoeren is a professor of civil law at the University of Münster and has been the director of the ITM since 1997. Currently, the ITM is involved in several EU-funded and national projects.

- **CONSENT (Consumer sentiment regarding privacy on user generated content services in the digital economy)** is an interdisciplinary research project on the EU-level. CONSENT aims to examine consumer sentiment regarding privacy on user generated content (UGC) services such as Youtube, Facebook and MySpace in the digital economy.

- **Within the LAPSI project (Legal Aspects of Public Sector Information)**, the involved institutions explore the legal problems regarding Public Sector Information and means of solving them on an international level.

- **TIMBUS (Digital Preservation for Timeliness Business Processes and Services)** is an interdisciplinary research project promoted by the Commission of the European Union and a part of the Seventh Framework Programme for research and technological development (FP7). Project partners are research institutes, NGOs as well as reputable companies (Project Coordination by SAP AG) from Germany, Portugal, Austria, Ireland and Great Britain. The main objective of TIMBUS is to extend the field of application of digital preservation from static data over the area of holistic and ongoing business processes. TIMBUS will explore the data filtering and data storage format for the activities and mechanisms that are considered necessary for a continuous access, retrieval and validation of current business processes. In the context of Business Continuity Management a new toolkit will be developed. This Legalities Lifecycle Management will present an innovative and comprehensive legal solution for long-term preservation of business processes and will establish the next generation Holistic Escrow Services.

- **MONIKA (Monitoring through fusion and classification of information for the detection of anomalies)**, a project funded by the German Federal Ministry for Education and Research, is conducted in cooperation with partners in the field of science and industry, namely the Fraunhofer-Institut FKIE, the Unabhängige Landeszentrum für Datenschutz Schleswig-Holstein as well as the EADS-associated enterprise Cassidian. As a result, effective procedures for the detection of security relating anomalies in networks and IT-infrastructures shall be developed and established, complying with general legal conditions and Data Protection Law in particular.

- **Moreover, the ITM also hosts the Research Centre for Industrial Property Rights, which offers training and conducts research activities in the field of industrial property rights.**

**SELECTED PUBLICATIONS**


T. Hoeren: Der betriebliche Datenschutz auftragte, in ZD, 08/2012, 355–358


**DISSERATIONS**

Anna-Sophie Hollenden: Mittelbare Verantwortlichkeit von Intermediären im Netz

Katharina Klabin: Die Künstlersozialklasse

Christoph Rempe: Rückruf und Entfernung – Neue Ansprüche im gewerblichen Rechts- schutz und Urheberrecht

René Michael Sandor: Datenspeicherung und urheberrechtliche Durchsetzungsansprüche

Ingmar Stein: Der Auskunftsanspruch gegen Access-Provider nach § 101 UrhG
We pursue this agenda in three, interrelated research topics:
- The Communication & Collaboration Management group studies ambivalent consequences of ICT infrastructures – specifically real-time collaboration (RTC) systems or social software – on new ways of organizing and work from the individual to the network level.
- The Competence Center Smarter Work www.smarter-work.de provides an institutional framework for collaboration with academic partners and industry.
- The research group on Strategic Information Management comprises a team of researchers particularly interested in how management can make effective use of information and communication technology to develop strategies and structures that meet the challenges of the information age. The research group’s current research is in the fields of IT strategy, in the benefits of IT investments, and in managing IT operations for reliable services. The research group is aiming at providing guidance to senior executives by offering recommendations that are both, theoretically well-founded and carefully validated in industry practice.
- The Interorganizational Systems and Infrastructures group studies industry level transformations. In the tourism industry we have looked into cybermediation and the development of two-sided markets. We take a particular interest in the development and transformation of interorganizational infrastructures in the context of the health care system.

Specifically we study:
- how to facilitate collective action in heterogeneous actor constellations,
- how standards are developed,
- how industry structures are transformed alongside the proliferation of ICT.

CURRENT RESEARCH PROJECTS
Against the backdrop of current debates on new ways of working and technologically induced stress, we acknowledge the ambivalent effects of collaboration tools on their users: on the one hand they are enabling and facilitating distributed collaboration and knowledge sharing, on the other hand they add another layer of complexity to distributed project work and still too often fail. Therefore, we are exploring the link between the technology repertoires of employees engaged in multiple project teams and their level of stress. By combining different data collection methods like interviews, observations, diaries and heart rate variability measurements, we aim to explore the effects of distributed computer-mediated project work on the perceived and evident level of strain. By improving our understanding of potential causes of stress we expect to be able to identify individual and organizational strategies to mitigate stress in the workplace

Furthermore, Dr. Diego Ponte is visiting researcher from the University of Trento. He is studying incremental and radical innovation in the publishing industry and develops concrete examples of new web-based publishing models.

PUBLICATIONS

DISSERTATIONS
In her thesis “Roll-out and adoption of corporate communication and collaboration platforms: Exploring multilevel dynamics and management implications”, Nadine Vehring investigates the organizational roll-out and adoption process of novel technologies, like IBM Lotus Connections. Building on two case studies, the thesis examines the interplay between management’s and employees’ actions across different phases of the adoption process and takes into account the specific infrastructure or platform characteristics of the technologies. Against the backdrop of the socio-technical and multilevel dynamics of adoption, the thesis reflects on managers’ role and challenges and discusses implications for the management of the organizational roll-out and adoption process. In his thesis “A Multi-Perspective Analysis of Cybermediary Value Creation”, Benjamin Rensmann provides a systematic analysis of different types of cybermediary business models in selected industries and their value creation for market participants. In particular he has looked into two-sided markets as distinct mechanism for cybermediary value creation. Benjamin Rensmann studied the growth of a cybermediary platform and how cybermediaries solve the initial chicken-and-egg problem of attracting enough users on each side of the platform. Empirical evidence from case studies on a big online hotel booking platform and a cybermediary providing a reverse auctioning platform in the Dutch market for maternity care services is used for theory development.

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RESEARCH TOPOLOGIES
- Information and Communications Infrastructures
- Strategic Alignment
- IT Value
- Organization Theory of IS
- Transformation of Work
- Appropriation of Communication Infrastructures
- Communities of Practice
- Collective Action and Standardization
- Living Lab Research Approach

KEY FACTS
- Chair for IS and Interorganizational Systems, Department of Information Systems, Münster
SOFTWARE Vendors and IT-departments of numerous companies. In a joint project with regional companies, we investigate the status quo of Business App development as well as typical requirements and problems. As a particular focus, we explore cross-platform development approaches to handle the platform heterogeneity in the smartphone market. In this regard, we look into model-driven approaches to mobile app development. Our MDr framework allows to model an app in a suitable domain-specific language and automatically generates Android and iOS apps from this specification. Domain-specific process modeling languages (DSLs) have potential to greatly enhance the efficiency of modeling and the quality of process models. However, developing such DSLs is time-consuming and costly. Moreover, they need to be accompanied by model-to-model transformations, e.g., to the Business Process Model and Notation (BPMN). Therefore, we develop DSLs2BPM, a framework for the integrated creation of domain-specific process modeling languages and model-to-model transformations. Practical exercises play an important role in academic teaching. Our E-Assessment system EASY aims to facilitate the management of exercises and supports preparation, conduct, and postprocessing of exercises. EASY supports multiple-choice tests, programming tasks, and mathematical proofs as well as verification proofs. Currently, we are developing further modules to support additional types of exercises. Experience shows that the development of parallel programs is an elaborate and time-consuming task. The Münster Skeleton Library (Muesli) is a collection of high-level concepts that facilitate the development of parallel programs. The library contains so-called algorithmic skeletons, i.e., frequently occurring parallel programming patterns, which can be easily and efficiently combined to develop parallel applications. Recently, we have evaluated the benefits and drawbacks of making use of the Java programming language for implementing skeletal frameworks like Muesli. Software testing is essential for the creation of high-quality software. Recently, we have improved the Münster generator of glassbox test cases (Muggl). In the past, it used a constraint solver for mixed-integer linear constraints based on a branch&cut algorithm on top of a primal simplex algorithm. The new, much more efficient approach uses a branch&cut algorithm on top of a dual simplex algorithm. In addition, we have introduced a new arithmetic, which eliminates wrong solutions caused by rounding errors. Agile methods such as Scrum, Software Kanban, or Extreme Programming appeal to an increasing number of software development projects. On a first level, we analyse the causes taken by some student projects, which employed agile methods to successfully deliver their artefacts. Given that case base, we are identifying common problems and potential solution patterns.

PUBLICATIONS
S. Ernsting, H. Kuchen: Data Parallel Skeletons in Java; Procedia Computer Science, Volume 9, 2012, pp. 1877-1886, ISSN 1877-0509
S. Ernsting, H. Kuchen: Data Parallel Skeletons in Java; Procedia Computer Science, Volume 9, 2012, pp. 1877-1886, ISSN 1877-0509
In cluster stability, a small change in the data input is supposed to result in a small change of the output provided by the algorithm. Moreover, the notion is vaguely linked to the perception that outcomes are scattered around some true value or some gold standard. Sometimes there is a purely quantitative interpretation in term of sample sizes or sample replicates. With that understanding the gold standard is but a limiting theoretical quantity. In order to formulate pertaining laws of large numbers it is necessary to take a statistical data model as a basis and formulate clustering for theoretical distributions as. In another case, change in input is associated with data quality, i.e. equate stability with insensitivity w.r.t. a small change in the patient distribution or w.r.t. data contamination (outliers, noise, missing values). Here the gold standard necessarily is the result obtained by means of pure data sources. In either case changes in the data input can be measured by means of standard metrics resulting in the weak-* topology or a stronger one. We are working out an axiomatic approach to indices describing the similarity of clusterings in order to cope with the topological aspect of the matter. Based on that, we are investigating the use of (sequential) ranks for clustering. The final aim is to come up with pertaining laws of large numbers.

Fraud detection: Most articles on the subject are dealing with the notion of non-linear thinking – we are looking at fraud detection i.e. measuring the deviation from such a digit distribution in an individual case. The standard device is the Chi-square test which, however, is based on stochastic assumptions that are violated in many cases. For that reason, we are investigating a finite sample procedure based on the receiver operating characteristic.

Motivated by our teaching activities – and partly deviating from our non-parametric and non-linear thinking – we are looking at Partial least squares, i.e. a method to incorporate the path model information in block design of the outer model, concentration indices, axiomaticization (theoretical quantities, limit theorem).

Music Information Retrieval: In the area of Music Information Retrieval (MIR), the group has collaborated with the Fraunhofer Institute for Digital Media Technology (IDMT) within the REWIND project (REVerse engineering of audio-Visual content Data). As part of a master thesis tutorial by the group, software for detecting plagiarism cases in audio content was developed. The thesis written by Florian Müller gave rise to further investigating suitable algorithms for plagiarism detection.
CURRENT RESEARCH PROJECTS

Dynamics of Issues in Twitter: Funded by the German Research Association (DFG) and in cooperation with the Ludwigs-Maximilians-University Munich (Prof. Dr. Neuburger) network and content analyses of ongoing topics in Twitter are conducted. Goal of the project is to find mechanisms of rising topics in Twitter which have economic or political relevance. The project will run from August 2012 until July 2015.

Discourse Analysis in Social Media: In this interdisciplinary research project, which started in May 2012, four German universities cooperate to investigate and develop new methods of social media analytics and ehumanities. One major goal is to combine the time-consuming manual content analysis with methods of automatic text analysis (e.g. sentiment analysis, opinion mining, text classification). Therefore, content of Facebook, Twitter, and blogs will be tracked and analyzed on a large scale. The overall project is funded by the Federal Ministry of Education and Research for three years and it is coordinated by Stefan Stieglitz at University of Münster.

www.social-media-analytics.org

Social Media Monitoring: Analysis of Social Networks for Enterprises’ Issue Management (ASiNoM): The research group cooperates with the QIF for a joint research project in the field of brand communication in social media. The German Academic Exchange Service (DaAD) and the Australian ATN fund the project for two years from 2011–2012. The interdisciplinary project combines methods and theories from Information Systems and Communication Studies in order to collect, analyze, and identify data from online social networks (particularly Twitter) in regard to business relevant topics.

EMUV – Entrepreneur Multi-User Virtual Environments: The goal of the EU project two-years project was to develop a training center based on a 3D environment to equip students with knowledge of entrepreneurship and to investigate the potentials of virtual worlds for collaboration. The project involved researchers from Germany, Spain, Portugal, and Italy and finished in September 2012. Results and further information can be found at www.emuve.eu

Museum 2.0 – Virtual Environments for Collaboration: In cooperation with the regional association of Westphalia-Lippe (LWL), the state museum for art and art history is being reconstructed within the virtual 3D-world Unity 3D. Users are able to enter the museum regardless of time and location. Furthermore, the interactive possibilities of virtual worlds are being exploited to enable innovative utilization concepts for exhibitors and visitors. The aim of the two-years project (2011–2013) is to investigate virtual worlds as communication and collaboration environments.

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PUBLICATIONS

S. Stieglitz, T. Brockmann (2012): Increasing the Organizational Performance by Reorganization into a Mobile Enterprise. MIS Quarterly Executive (MISQE) (forthcoming)

INSTITUTION
- University of Münster
- School of Business
- ERCIS Competence Center

CURRENT RESEARCH PROJECTS

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PUBLICATIONS

S. Stieglitz, T. Brockmann (2012): Increasing the Organizational Performance by Reorganization into a Mobile Enterprise. MIS Quarterly Executive (MISQE) (forthcoming)
ABOUT THE INSTITUTION
The Chair of Computer Science in the Department of Information Systems at the University of Münster, Germany, is a member of the European Research Center (ERCIS). Gottfried Vossen, Professor of Computer Science, is a fellow of the German Computer Science Society (GI), Honorary Professor at the University of Waikato Management School in Hamilton, New Zealand, and the European Editor-in-Chief of Information Systems, an international journal. He is also Associate Editor of the International Journal on Semantic Web and Information Systems, university contact person of the German Computer Science Society as well as speaker of the local GI chapter. Furthermore, he is deputy chairman of the steering committee of the German information technology certification agency Cert-IT, Editor-in-Chief of the dissertation series “Database and Information Systems” (DISDBIS) of aka Verlag, as well as member of several editorial boards and program committees.

RESEARCH TOPICS
DBIS’ goal is to advance the database field (and its surroundings) so that it becomes an integrated, embedded technology in all aspects of computing, and that it meets the challenges of the IT future with regards to Internet, Web, and mobility. We consider the use of business process technology an important research area in this context. These two cornerstones are accompanied by a variety of conference and journal publications (see below). Having been reinforced by three new research assistants, the DBIS Group will continue to pursue open research questions in this field; this includes expanding interdisciplinary research in the context of the ERCIS Cloud Computing Competence Center.

CURRENT RESEARCH PROJECTS
A current highlight among the research topics our group is working on (cf. the sidebar on the right), is our engagement with the topic of cloud computing and its related fields. By now, our group can showcase a respectable number of publications related to the sourcing of IT services from “the cloud”.

Earlier this year, Gottfried Vossen – together with ERCIS colleagues Till Haselmann (DBIS Group) and Thomas Hoeren (ITM) – published a book on cloud sourcing that primarily aims at small and medium-sized enterprises (SMEs). This practice-centered guide was complemented by Till Haselmann’s dissertation on the same topic that examines strategies for and economic aspects of cloud sourcing as well as opportunities for cooperations of SMEs in this context. These two cornerstones are accompanied by a variety of conference and journal publications (see below). Having been reinforced by three new research assistants, the DBIS Group will continue to pursue open research questions in this field; this includes expanding interdisciplinary research in the context of the ERCIS Cloud Computing Competence Center.

A new stream of research that we are working on is marketplaces for data in the cloud. Building on scalable cloud computing infrastructures, data marketplaces are intermediaries between organizations that would like to buy data in order to gain a competitive advantage and organizations that seek a monetization of their data assets. During the past year, we have conducted research on data marketplaces that led to the identification of a general data marketplace architecture and agents that regularly interact with data marketplaces (see the figure below for a simplified view). Our further research interest in this area is to gain advanced insights into data marketplaces, including business processes, pricing of data and data-related services as well as understanding the behaviors of agents on a data marketplace.

PUBLICATIONS
G. Vossen, Haselmann, T. (2012): Die neue Rolle des “Chief Cloud Officer” (CCO), IT-Governance (journal of the ISACA Germany Chapter e.V.) 12, 2012, 12-16
Dissertations
Till Haselmann: Cloud-Services in kleinen und mittleren Unternehmen: Nutzen, Vorgehen, Kosten; MV-Verlag, Münster, 2012

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KEY FACTS
RESEARCH TOPICS
- Single Source
- MoVIS – Mobile Visitor Information System
- Database-as-a-Service
- Web-oriented Architectures
- Web 2.0, New Services and Mashups
- Data Warehouse Schema Design
- Book of the Future
- C4: ERCIS Cloud Computing Competence Center

EVENTS
ERCIS Launch Pad, annually in fall

WWW.DBIS-GROUP.UNI-MUENSTER.DE

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The areas of research pursued by the team members are wide-ranging: developing business models of electronic marketplaces and measurement of electronic service quality, a systemic analysis of organizational design and performance of inventory control systems, formal modeling for different organizational learning mechanisms and causal mapping applications in managerial decision-making.

Summary of the research work of prodige

BEM has been involved in the research project “PRODIGE” since November 2009. The project is funded (2.3 million) by the National Agency of Research (ANR, France) and is conducted in collaboration with the University of Bordeaux 1, the engineering school EIGSI la Rochelle and the companies GT SA, Geoloc Systems and Inovelec. The aim of the project is to develop a technical and an organizational solution for an intelligent routing of products within supply chains. A prototype of the technical solution has been developed based on the RFID technology and geolocation solutions. In the first phase of the experimental part of the project, the performance of the prototype has been tested in the case where the RFID tags are placed on pallets loaded on a static truck. The optimal position of the antennas in the truck and the optimal location of the tags on the pallets has also been determined. The next steps of the research consist of performing other tests of the prototype when the truck moves in a real route to make some pick-up and delivery tasks. These simulations aim at testing some developed routing optimization algorithms, the reading of the tags when pallets are loaded or unloaded during the route and also the information system that controls the pallets during the entire transportation activity.
Queensland University of Technology – Science and Engineering Faculty – Information Systems School

The Information Systems School has a vision to become one of six schools in the newly established Faculty of Science and Engineering. QUT is ranked higher than any other university in Australia or Europe (2008–2010) for research productivity by publications and international citation analysis in the top six Information Systems journals in the world, and its research is widely quoted in books, journals, and proceedings. QUT aims to develop new models and capabilities for service innovation beyond conventional organisational and application boundaries in complex business ecosystems and Web-based communities. Information Ecology investigates understanding, modelling, enhancing and enabling contextual connections between information, people and their environment. It aims to improve how people and enterprises share, comprehend, and effectively use and interact with structured and unstructured information. Binding these investigations is the contextual connections from which meaning is developed from information, whether mediated through systems or interactions with other people, individually, or in groups.

CURRENT RESEARCH PROJECTS

The Information Systems School is hosting several large funded initiatives. Projects funded by the Australian Research Council include:

- Airports of the Future
- Risk-aware Business Process Management
- Information Systems Impact
- Cost-aware Business Process Management
- Advanced Process Model Repositories
- Process Design for Decision-Making

Two industry-funded Chairs, The Brisbane Airports Corporation Chair for Airport Innovation and the Woolworths Chair of Retail Innovation showcase significant commitment and appreciation by industry partners. As Chair of Airport Innovation, Associate Professor Alexander Dreiling will focus on the use of emerging technologies for improved airport operations. As Chair of Retail Innovation, Professor Jan Recker will lead research in developing new ways of identifying innovation potential in retail, sponsored by an investment of nearly $1 million for three years. Other research focuses on the use of social media for organisational innovation, and research on Business Service Management as part of a Cooperative Research Centre.

PUBLICATIONS


Dissertations

Awadh Al Harbi: The relationship between academic library usage and perceived personal performance in Kuwait.

Ahmad Rabaa: Evaluating the Success of Large scale, Integrated Information Systems through the Lens of IS Impact and IS Support

Cheryl Lynn Stenstrom: Factors Influencing Funding Decisions by Elected Politicians at the State/Provincial Level: A Case Study of Public Libraries in Canada

Diana Kiyoh Wokimoto: Queer community archives in California since 1950

Ven Juan Wang: Supply chain management systems benefits: the expectation–confirmation theory perspective

Lipeng Zhang: Towards spontaneous facial expression recognition in real-world video

Thomas Kohlbrenner: Decision-Support for Service Bundling in Developing Government One-Stop Portals
The faculty and administrative staff of the department are primarily teaching within the following degree programs: Bachelor in Business Administration and Information Systems, Bachelor in Information Management, MSc in Business Administration and Information Systems and the MSc in IT (iBusiness).

RESEARCH TOPICS

The Department of IT Management conducts research within the following research areas related to information technology and information systems: Design, Implementation, Use and exploitation and Information management. The research at ITM is organized around a number of cross disciplinary themes and we cover a number of research areas like mergers & acquisition, social media, cashless society, or open data. Themes are emergent, topical, inter-disciplinary and dynamic in nature. They emerge from bottom up activities where researchers find that they share a common excitement about a new phenomenon and encompass several tenured faculty members who meet regularly about a common research phenomenon over a longer period of time.

CURRENT RESEARCH PROJECTS

Digital Piracy

There are next to no hard, independent data on game piracy, across AAA-levels to indie games, despite numerous reports about massive piracy rates reported for all types of games (as high as several hundred percent). The Digital Game Piracy project is in collaboration with international colleagues collecting extensive data about torrent activities for hundreds of games, correlating these with geographic, market and game variables to explore the patterns of game piracy across national boundaries. This research will aid the gaming industry by providing an understanding of the dynamics of the market and enable it to cater to it more effectively.

Cashless Society

The vision behind Cashless Society is to make Denmark the first cashless society in the world. Compared with the rest of the world, the Danish based entirely unique, and the cashless society will only further strengthen Denmark’s international competitiveness. The idea of a cashless society leads to a number of issues and challenges that will be explored and investigated. Some of the key research questions are: How does the digitization of money affect the use and experience of money? How does the digitization of transactions influence the performance of and preference for different payment systems? How can we design a digitized payment ecosystem? The complexity in the challenges requires us to apply multi methodological approach ranging from anthropological studies, field studies, experiments, and design science in close collaboration with practice, including The Danish Bankers Association, NESTS, Danske Bank, Cell Point Mobile, IBM, and Innovation Lab.

NEXT-TELL

Our vision of the 21st Century classroom is that of a technology- and data-rich environment that supports teachers and students to use various sources of information generated in the classroom and during homework in pedagogical decision-making. Such an information infrastructure will improve instruction, diagnosis, workflow, and productivity as well as enhance collaboration and communication among students, teachers, and other stakeholders, especially parents. Teachers in particular will be supported in their function as diagnostics who have to make constantly and rapidly decisions in a highly dynamic and complex environment. To bring this vision to life, we collaborate in the project NEXT-TELL, an integrating project (ip) in the ICT challenge of the 7th framework programme of the European Commission. NEXT-TELL’s main objective is to provide, through research and development, computational and methodological support to teachers and students.

3GERP

The enterprise resource planning (ERP) software market is deeply fragmented. For small and medium sized enterprises (SME) the number of vendors is around 10,000 globally. With so many options market leadership is difficult, standardization next to impossible and the achievement of economies of scale not easy. In this context, the 3GERP project aims to develop a standardized, yet highly configurable and flexible, global ERP system for SME’s based on fundamentally new software architecture. This would make implementation and maintenance possible at a fraction of their current cost.

PUBLICATIONS


have a special interest in decision support, healthcare and services sector. We research topics around 7 spinoff companies per year. CTIT is involved in and has initiated several European EIT funded research projects and generates more than 30 publications each year.

<table>
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<th>CONTACT DETAILS</th>
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<td>PROF. DR. JOS VAN HILLEGERSBERG</td>
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| j.vanhillegersberg@utwente.nl |
| KEY FACTS |
| - 440 researchers/238 PhD students<br> - more than 30 EU funded research projects<br> - 7 spinoff companies per year |

The Center for Telematics and Information Technology (CTIT) is the largest ICT research institute in the Netherlands and among the largest in Europe. CTIT is involved in more than 30 EU funded research projects and generates around 7 spinoff companies per year. CTIT recently co-founded ICT labs, a European EIT dedicated towards accelerating ICT innovations in business. As of Feb 1st, 2012, The Information Systems and Change Management department (ISCM) merged with the departments of Operational Methods for Production and Logistics and Financial Engineering. The newly established department is named IEBIS, Industrial Engineering and Business Information Systems. Researchers in IEBIS work closely with other departments in CIT on numerous Information Systems research projects.

RESEARCH TOPICS
The focus of our research is on the logistics, healthcare and services sector. We have a special interest in decision support systems and inter-organizational systems connecting networks of businesses and government. We study novel ways of organizing networks such as dynamic global sourcing and multi-agent coordination. We apply quantitative models and algorithmic approaches, simulation and gaming, ICT architecture and business modeling and prototyping to create and evaluate innovative concepts.

CURRENT RESEARCH PROJECTS
IEBIS is involved in and has initiated several innovative research projects. Often these are done in collaboration with other departments embedded in the CTIT research institute. This assures the inter-disciplinary approach that is required to successfully transform static supply chains in the dynamic networks of businesses and government. Moreover, national partners include the Dutch Top Institute for Logistics, research institutes TNO and Novay. Furthermore, innovative ICT companies, businesses and government are involved in the projects. See below a short description of some of these ongoing research projects:

- Catelog – E-Business architecture and fulfillment
- COSMOS – The design of a method to support benefits identification and distribution in an inter-organisational setting.
- IOP-GENCOM – Business modeling using multiple architectural layers to arrive at a solution architecture that describes both business value and process and service architecture
- BATMAN – Barge Terminal Multi-Agent Network. Design and implementation of an inter-organizational system for dynamic coordination between terminals and barge operators in the port of Rotterdam
- d4C-More – Design and implementation of cross chain control centers to collaborate and coordinate multi party supply chains
- Synchro-Moda control tower – design and implementation of a real time synchro modal information infrastructure
- Sense & Response in distribution of high sensitive products – Exploring the benefits of the use of smart sensors in global supply chains
- Design Strategies for Social Participation – Discovering successful strategies to increase community network participation and engagement through social systems
- Social Systems for Team Coordination – Designing tools, visualisations and metrics for social network data mining to improve coordination in teams.
- Information coordination for disaster relief – Using multi-agent systems to support coordination in disaster relief operations
- EPD adoption – A longitudinal study in the adoption of Electronic Patient Records
- Business Gaming Framework – The development and use of business gaming to transform business to business relationships
- MEAPS – Methodology Engineering Approach for Professional Services
- BSc and MSc in Business and IT Programs.
- Elsevier magazine in the annual study survey again ranked these programs as nr1 Business Information Systems program in the country. 20 BSc and 30 MSc students Business & IT received their diplomas this year.

PUBLICATIONS
www.mql.sagepub.com/content/early/2012/02/31/1350507612443910
Winjhoen, Fans (2012): The Hegelian inquiries system and a critical triangulation tool for the Internet information slave; a design science study. Journal of the American Society for Information Science and Technology, 63 (6). pp. 1168-1182. ISSN 1532-2882

DISSERATIONS
The Department of Business Informatics of the University of Gdansk is involved in research and teaching in the field of business informatics on the Bachelor, Master, and Doctoral levels, according to Bologna process standards. The Department is the main contributor to the e-learning Educational Platform of the University of Gdansk. The Department of BI is also the coordinator of the Pomeranian Regional CISCO Academy, conducting numerous courses in educating computer network administrators with international certificates. The projects of several students were distinguished in the International Business Informatics Challenge organized by Dublin University in 2006 and 2007. The Department has conducted the Observatory of Pomeranian Digital Economy. In 1995 the Department founded the Polish Society for Business Informatics.

The Department of Business Informatics of the University of Gdansk has cooperated with academic centers of the Baltic Sea Region in the following transbaltic initiatives:
- BIR – Annual International Conference on Perspectives in Business Informatics


A. Lenart (2012): Best Practises in SAP ERP Application in Food Industry, PWN, Warsaw (the article in Polish)


J. Aukštaitis: The Requirements Identification Model in IT Outsourcing Projects, University of Gdansk, 2012


Supervisor Prof. S. Wycz et al (in Polish): The Department cooperates effectively, on the base of formal agreements with: OSI CO, IBM, Oracle, Microsoft, Lufthansa Systems and Pomeranian ICT Cluster.

EVTENS

The research and competencies covers the following themes:
- Business Informatics
- Data Bases
- Information Systems Development
- E-Business, Information Society
- Business Systems Modeling
- UML and SysML
- ERP, CRM, SCM, WFM, BI Systems
- E-Learning
- Computer Programming
- Computer Networks

The Annual AIS SIGSAND/PLAIS EuroSymposium on Systems Analysis and Design

The Annual International Conference on Perspectives in Business Informatics Research – BIR

Information Systems Journal – ISAH

The Department is involved in the following international initiatives:
- Polish Chapter of Association for Information Systems – PL AIS

The Annual International Conference on Perspectives in Business Informatics Research – BIR

The Department of Business Informatics of the University of Gdansk is involved in research and teaching in the field of business informatics on the Bachelor, Master, and Doctoral levels, according to Bologna process standards. The Department is the main contributor to the e-learning Educational Platform of the University of Gdansk. The Department of BI is also the coordinator of the Pomeranian Regional CISCO Academy, conducting numerous courses in educating computer network administrators with international certificates. The projects of several students were distinguished in the International Business Informatics Challenge organized by Dublin University in 2006 and 2007. The Department has conducted the Observatory of Pomeranian Digital Economy. In 1995 the Department founded the Polish Society for Business Informatics.

The Department of Business Informatics of the University of Gdansk has cooperated with academic centers of the Baltic Sea Region in the following transbaltic initiatives:
- BIR – Annual International Conference on Perspectives in Business Informatics
The Department of Information Systems at the Kaunas University of Technology (KTU) was founded in 1993 as a result of more than 20 years of research in the field of Information Systems (IS). Since then, we have grown to become one of the largest departments in the KTU Faculty of Informatics. Being among the leading IS research centers in Lithuania, the department has built good relationships with the local IT companies and accumulated valuable research experience with Lithuanian and international partners.

Our academic work is directed towards providing quality education on fundamental and advanced subjects in the field of Information Systems. The department is responsible for both undergraduate and postgraduate study programs titled "Information Systems" and "Information Systems Engineering" respectively. The number of graduates in 2012 was 20 for our undergraduate program and 23 for the postgraduate program.

### Research Topics

The KTU Department of Information Systems specializes in topics related to Business Process Modeling and Information Systems Engineering. The majority of our R&D activities are carried out within the following topics:

- Conceptual modeling, ontologies and databases
- Requirements specification
- Modeling of business processes and business rules
- Enterprise modeling
- Information systems engineering
- Model-driven and service-oriented development
- Project management
- Business analysis and intelligence
- Knowledge-based systems
- Information systems user interface and usability

### Current Research Projects

In 2012, the department continued their work on several long-term projects and got involved in new initiatives. Work has been completed within the Thematic Network of Knowledge about Innovative Language, Semantics and Business Modeling Technologies, a three year long project sponsored by the Lithuanian Ministry of Economy and Lithuanian Business Support Agency. The department also continued the cooperation with State Forest Survey Center designing the new National forest inventory information system. As usual, several smaller scale R&D projects have been carried out in cooperation with local small and medium-sized enterprises, and with the support of the Lithuanian Agency for Science, Innovation and Technology. Among the new endeavors, the most notable was the successful start of the work on the project titled "Syntactic and Semantic Analysis and Search System for Lithuanian Language". This three year long research initiative is sponsored by EU Structural Funds and is being carried out along with the Vytautas Magnus University (Kaunas, Lithuania). We also got involved in the large-scale four year long European Social Fund-sponsored project titled "Research and Development of Internet Technologies and their Infrastructure for Smart Environments of Things and Services".

### Publications

The majority of papers published by the Department's staff in 2012 were project-related. Here is a short selection, representing key directions of our current research:


### Dissertations

Linas Ablonskis: Method for Automated Configuring of a Program Code Generator.

Vytnauskas, Ernestas: Hybrid Method for Transforming OWL 2 Ontologies into Relational Databases.

### Events

In 2013, one of the key aims will be the smooth extension of our research and development capabilities into the newly established Information Technology Research Center. There, a number of Informatics faculty laboratories are set to be opened, five of them – directly intended for the activities of the Department of Information Systems. In these new laboratories, the starting focus will be on intensifying the participation in international or national calls for scientific project proposals. The Department is also expecting to intensify small-to-medium scale R&D work and its collaboration with the local industry. Among large-scale initiatives, the most notable is the expected start of work on a two year long project titled “Business Semantics Based Integration of Business Processes and Business Rules”. As this report was being published, the proposal was in the final stages of evaluation and chances were good it would receive funding from the European Structural Funds. Regarding events, the department will again be responsible for the 15th International Conference of Information and Software Technologies, ICIST 2012, Kaunas, Lithuania, September 13-14.
The Centre for Enterprise Systems (CEKS) was established as a response to the increasing demand for graduates with enterprise systems skills, both from the IS and the business programs. The centre has two main goals: to provide hands-on enterprise systems modules in various IS and business courses, and to be a resource centre for organisations on the acquisition, implementation and use of enterprise systems.

Examples of this include recent work on IS research methodology (e.g., action design research, grounded theory, and Delphi studies) and e-learning. The department is also part of the Centre for e-Health and Health Care Technology at UiA, and plays a key role in the new multidisciplinary Centre for Integrated Emergency Management (CIEM) at the university.

**Current Research Projects**

The research group on information systems development (ISD) focuses on how information systems and software solutions are developed in and for organizations. Especially, the group views ISD as interaction between the processes of technical construction of software applications and organizational implementation.

Examples of research focus on empirical studies of the development and use of IS in organizations in private and public sector. The department also conducts research in areas outside the thematic organization of the research groups.

The SmartEMIS (Smart Emergency Management Systems) project (2022-2015) is funded by The Competence Development Fund of Southern Norway. The project focuses on how mobile devices such as smart phones combined with different forms of social media can be applied for improving information sharing and collaboration in crises. An important goal is to develop solutions and procedures for increased citizen participation in emergency preparedness and management.

**PhD Theses**

Thapa, Devinder (2011): Exploring the link between ICT intervention and human development through a social capital lens: The case study of a wireless project in the mountain region of Nepal.


**Publications**


**Events**

In September 2012, Department of Information Systems co-organized the 12th IFIP Electronic Government Conference (IFIP EGOV 2012) and the 4th IFIP e-Part Conference, with approximately 100 participants.
MANCHESTER BUSINESS SCHOOL — INFOMATION SYSTEMS RESEARCH GROUP

ABOUT THE INSTITUTION
The Information Systems research group at Manchester Business School is involved in research projects that cover a wide range of consumer and business applications of digital technologies. It also has teaching responsibilities across all of our undergraduate, postgraduate MBA and PhD degree programmes. The research group is part of Manchester Informatics, an innovative network of researchers from across the University of Manchester involved in all aspects of digital innovation that includes academics from Economics, Computer Science, Engineering, Health and Biology. The IS group’s research and consultancy is characterised by close involvement with a range of international public and private organisations covering multiple sectors of the economy including banking, insurance, telecommunications, Government and grocery. Individual members are active in a range of professional groups including the UK Association for Information Systems. In 2012, the group hosted a visit from Professor R.D. Galliers from Bentley University to mark the launch of a new initiative titled “Digital Futures” which has been set up in collaboration with Manchester Informatics to coordinate research into future developments in business and Government that are centred on digital innovation, business models and social networks. The group had the privilege to receive lectures from our visiting fellows Dr. Michael Weichert and Mr. Karl Wills on e-commerce strategy in Germany and on the use of IT for online distribution in UK retailing.

RESEARCH TOPICS
Current research is focused on several inter-related areas: global systems, online consumer behaviour, Internet marketing strategy, innovative use of web 2.0 and social media in a range of business and Government contexts, the interpretation of ‘big data’, decision making in online environments, decision analytic tools and emergency management systems. Some examples of collaborating research organisations over the past year include Waitrose, the Royal Bank of Scotland (RBS), ComScore, Motorola, Local Government, the National Health Service (NHS) and the World Academy of Sport.

Research Collaboration between Luiss Guido Carli University and MBS
Luca Sabini from Luiss Guido Carli University has been on a 4 months research visit at MBS working with Professor Daniel Muñoz on a project on the professionalization of project management. The project which comprises of a number of qualitative interviews with officials in project management associations both in Italy and the UK, seeks to understand: 1) the occupational development of project management, 2) identify the strategies and tactics deployed by this occupation and 3) consider how these relate to more established patterns of professionalization. The project also has a strong comparative dimension as it seeks to understand differences between the Italian and UK case with references to institutional differences between these two political-economies. One core finding emerging from the project is that whilst in the UK professionalization as a much more market oriented dimension, in Italy professional associations are seeking to a greater extent governmental sponsorship and statutory regulation.

Nadia Papamichail is Senior Lecturer in Information and Decision Systems. Her research focuses on improving managerial decision making through the use of technologies. She has served as principal investigator for an EPSRC-funded project on ‘good practice in decision making’, in collaboration with British Telecom. Her work cuts across the fields of decision sciences, information systems and artificial intelligence and has been published in leading journals in these areas.

Nadia is Chair of the Decision Analysis special interest group (DASIG) that runs under the auspices of the Operational Research Society. Under this capacity, she actively organises workshops and conference streams to promote the discipline of Decision Analysis in the UK and abroad. Nadia has been very active in promoting her research at major international conferences and this is reflected in her recent publications.

PUBLICATIONS
Christopher P. Holland: The use of social media and web 2.0 in sports marketing, published by the World Academy of Sport 2012, teaching case study

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KEY FACTS
INSTITUTION
- 4 senior members of staff
- 6 researchers
- 5 PhD and DBA students
- Several visiting faculty and researchers

RESEARCH TOPICS
- Global systems
- Web 2.0 and social media in a variety of organisational contexts
- Consumer behaviour and decision making in online environments
- Enterprise systems
- Digital business models
- Emergency management systems
- Decision analytic tools

EVENTS
- Digital Futures launch at Manchester Informatics November 2012
ABOUT THE INSTITUTION
The Faculty of Organizational Sciences is a member of the University of Maribor. The Faculty of Organizational Sciences has been involved in research and education about the organizational and informational sciences for more than 50 years. Today it provides Bologna programs of Information Systems, Human Resource and Educational Systems, Business and Work Systems. During this period, the Faculty has taught a large number of graduates who have pursued employment in the manufacturing and service industries as well as governmental and educational institutions. Research at the Faculty is organized in many laboratories and in the eCenter. Research projects involve prototyping, consulting, education, and training at the national and international level. Their activities have been organized and run following the LivingLab methodology, with a strong involvement of business and government organizations, users, IT providers and universities. Lab activities are organized and run following the living lab methodology, with strong involvement of business and government organizations, users, IT providers and universities. The resulting eLivingLab is the Slovenian founding member of ENOL. The Faculty has established connections with numerous institutes, faculties and universities around the world, enabling cooperation through student exchanges and collaborative research work. The Faculty of Organizational Sciences strives to enhance its internationally renowned reputation. Bilateral cooperation has occurred in several forms, including the exchange of higher education professors, participation in various research projects, and student exchange.

RESEARCH TOPICS
The Faculty of Organizational Sciences researches in areas including the theory and practice of organizing business and organizational systems, information systems, human resources, and educational systems. The Faculty has established connections with numerous institutes, faculties, and universities around the world in order to enable cooperation between students, researchers, professors, and their counterparts at other institutions in exchange programs, research work, and conferences. See the right for a list of research topics.

CURRENT RESEARCH PROJECTS
- National Research programme Research programme, Ps-0081
- Decision-making systems in the global electronic commerce
- Research programme, Ps-0364-0586
- Impact of management, organizational learning and knowledge management in modern organizations
- Targeted research programs (CRP)
- Analysis of the state of local food supply in Slovenia: benchmarking analysis and recommendations
- Economics of organic farming in Slovenia
- Intereg Ivc, Mini Program Locare – Low Carbon Economy Regions
- ZeroTrade: A public Private Governance Model for Zero Carbon Trade Sector
- Central Europe Programme
- ESSENCE – Easy eServices to Shape and Empower SME Networks in Central Europe
- Competitiveness and Innovation Framework Programme (CIP)
- APOLLO—Advanced Pilots of Living Labs Operating in Networks
- Nato Gepus
- Geographical information processing for the environmental pollution-related security within urban scale environments
- Operational Programme Slovenia – Austria
- Process of cross-border network of innovative technological cooperation of small and medium sized enterprises and research institutions on specific cross-border innovative technological process development projects CROSSINNO

PUBLICATIONS
- ROZMAN, rončič, PAEK, Karmen, PRIEK, Jure, KRABA, Andrej, KLJAJI, Mirjana: System dynamics model for policy scenarios of organic farming development. Organizacija (Kranj), 2012, letn. 45, t. 5, pp. 212–218

NIDAR, Anja, WEBER, Borut: Usage of information and communication technology in micro enterprises in the last decade. Organizacija (Kranj), mar–apr, 2012, letn. 45, t. 2, pp. 87–96

EVENTS
- 26th Bled eConference, juin 3–6, 2013, Faculty of Organizational Sciences, University of Maribor, Kranj, Slovenia, www.fov.uni-mb.si/conference
- International Summer School in conjunction with 26th Bled eConference, June 7–8, 2013, Bled Slovenia, www.BledConference.org
- International Conference on Organizational Science Development, March 20–22, 2013, Portoro, Slovenia, www.fov.uni-mb.si/conference
- International Multiconference Education in Information Society, October 2013, October, 2013, Ljubljana, Slovenia, www.vivid.fov.uni-mb.si

RESEARCH TOPICS
- eBusiness
- eGovernment
- Mobile commerce
- eHealth
- Management of Information Systems
- Social media, Web 2.0, eCollaboration
- Open innovation
- Living labs
- Business processes management
- Decision support systems
- Simulation systems and models
- Knowledge management
- Organizational learning
- Business intelligence

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ABOUT THE INSTITUTION

The HSE Moscow, Faculty of Business Informatics is the leading faculty in Russia in research and implementation of information systems in business, software engineering, corporate information systems, and other strategic IT topics. Graduates of the Faculty of Business Informatics are working as business analytics, software architects, are leading IT Departments, and are managing small and medium size companies in the IT area.

RESEARCH TOPICS
- Social networks research
- Enterprise Architecture and business process management for very large companies
- Business Transformation and organizatio- nal change
- Business Process Management
- ERP systems
- Semantic Networks
- Knowledge Management
- E-Business and Internet Technologies
- Data Mining and Decision Support

INDUSTRY COOPERATION

Traditionally, the faculty of Business Informatics has a very strong link with the IT industry. International and Russian companies are taking an important role as members of the Faculty Advisory Committee and Industry placements. Among them are IBM, SAP, Microsoft, Lanit, IBIS, l, Cognitive Technologies, and others. E.g., SAP Academic Department is working very closely with HSE students as part of Russian and EU projects and is currently implementing different activities for students. Subject of the multilateral relations between HSE Moscow/SAP Academic Department and the industry is the interaction between the commercial organization and the university and its students. This year, the department started to work with students by conducting different business team games and a Design Thinking competition.

RESEARCH VISITS

In 2012 Yuri Kupriyanov (PhD candidate/ writing-up) and Vadim Ageevich (PhD candi- date) from the Higher School of Economics Moscow visited the ERCIS headquar- ters. They presented their current research in an open presentation. Yury Kupriyanov works on the topic of IS-enabled organiza- tional transformation management within his research, teaching, and past professio- nal activities. Vadim Ageevich is a first year Doctorate candidate of the HSE in Russia. He also works in the Oliiktas company Sur- guitefegans, OISC as the Department Head of the Enterprise Architecture Department. His research topic is related to the Enter- prise Architecture discipline.

One of the important openings in this year took place in November. HSE Nizhny Novgorod in cooperation with the SAP Academic Department at HSE Moscow inaugurated the academic and exchange visits, and more. PropelleR Workshop: The biggest event in this year was on 4th of April at the Higher School of Economics together with the ERCIS, the Innovation Forum “PropelleR” for business process management (BPM), was conducted in Moscow, HSE Rectorate building. All key speakers stressed that this forum contributed to the close cooperation between these structures and two participating countries (for more details see the page xx of the ERCIS report).

Finally, a very effective cooperation was achieved between Russia and Germany during 13th–15th of November in HSE Moscow when ERCIS lectures were held by Matthias Voigt and Mathias Eggert. They presented materials about BPM, creativity in business processes, business and meta mode- ling, and scientific publishing.

"We at HSE are very proud to be part of the ERCIS network – a truly leading infor- mation systems research network in the World" – Prof. Dr. Svetlana Maltseva, Ac- ting Dean, Faculty of Business Informatics, Higher School of Economics Moscow.

"I'm impressed by the PropelleR event organized by ERCIS/HSE Moscow and enjoyed to speak with university faculty from Germany and Russia" – Dmitry Armyakov, Managing Director, SAP Lab CIS

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RESEARCH TOPICS
- Social networks research
- Enterprise Architecture and business process management for very large companies
- Business Transformation and organizatio- nal change
- Business Process Management
- ERP systems
- Semantic Networks
- Knowledge Management
- E-Business and Internet Technologies
- Data Mining and Decision Support

KEY FACTS

Higher School of Economics – Faculty of Business Informatics

www.bi.hse.ru
**Research Topics**

- Cognitive science – the development of agent optimization and techniques of receiving, processing, storage, use and management of professional knowledge
- Situational Modeling – multidimensional modeling of the behavior and decision making processes of individual and collective agents in complex distributed systems
- Decision Making Analysis: basic approaches for solving important problems like the reengineering of companies using advanced technologies of e-business and a consistent set of formal process-oriented models. This result allows us to effectively conduct a systematic analysis of economic and technological factors affecting the sustainable development of business and e-commerce
- Origin of ways of formalizing the knowledge, which are based on ontological engineering, and are supplemented by practical methods of integration and verification of complex and multi-modal logistics operations in seaports.

**Current Research Projects**

Knowledge technologies for improving multi-modal logistics operations in seaports. The project team performs an analysis of business-processes and information technologies in the framework of modern port logistics operations. The goal of the project is to develop high-level models of adaptive business processes and distributed soft-ware implementations using multi-agent technologies. The ontology-based specifications and principles of holonic self-organization are explored at the theoretical level, and JESS multi-agent platform is used for software prototyping. The project is conducted in cooperation with INSA-Rouen (France).

**Publications**

A. Likhvarov, E. Babkin: Developing the methodology for value assessment of SOA-based IS projects. This research is aimed at adopting existing IT project assessment methods for measuring the value of SOA-based IS projects. The research considers the fact that SOA-based IS deployment and evolution could be split in separate flows, one per service. It should make project value assessment more accurate compared to existing methods which use the single flow for the entire project. This research also proposes Real Options for calculating the flexi-bility fraction of the value.


**Events 2012**

- International summer school on mathematical methods and algorithms of operations research, May 2012
- International conference on Perspectives of Business Informatics Research (BIR 2012), September 2012
- Preparation of the Joint PhD program in Business Informatics with the University of Vienna
- Start of educational programs within the framework of SAP Business One Center of Competence.

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**Key Facts**

**Institution**  
- Founded in 2003  
- 12 researchers

**Events**

- International conference on Perspectives of Business Informatics Research (BIR 2012), September 2012

**Publications**


Improving the design of information systems. Systems are difficult to design, and little is understood about how to encourage the creative leaps that lead to simple but powerful designs. Specifically, CDIT members are looking at how diagrams, gesture, and language interact in the design process.

The Center for Business Process Innovation (CEBPI) researches how process innovation improves organizational performance, and how business process technologies can be better managed in organizations. CEBPI hosts a state-of-the-art BPM technology lab with different commercial and open source BPM tools, and provides executive education on process innovation, a graduate certificate on BPM and Service Innovation, as well as courses to build Business Process Management skills for the undergraduate Business & Technology program at Stevens. CEBPI hosted the 2010 International Conference on Business Process Management and conducts research in two areas: Improving the design of information systems and business process innovation.

Semantic Enterprise Architecture. Enterprise Architecture (EA) helps stakeholders understand, manage, and/or change organizations and their technical infrastructure. EA facets are typically organized according to the views they describe, such as process, data, rules and organization models. For organizations that engage in large architecture projects, a systematic organization of the architecture content is essential. To date, this meant choosing either a single modeling framework and language, or sticking to a particular architecture tool. Semantic Enterprise Architecture uses techniques born out of the Semantic Web efforts to better understand and analyze the information generated in Enterprise Architecture projects, irrespective of the tool or method used.

Emergent Processes in Standardization Organizations. Standards organizations produce specifications that regulate many aspects of commerce and private life – from the way we connect peripherals to our laptop to the way health insurers and hospitals share information. While the adoption of standards has been subject to some scrutiny, the development of standards has received much less attention. CEBPI members are studying the collaboration patterns of standard makers in the development of new Web Standards. We seek to explain how standards makers make decisions, and factors affect the effectiveness of the standardization process.

PUBLICATIONS


L. Yu, J. V. Nickerson, Y. Sakamoto, Collective Creativity. Where we are and where we might go, Proceedings of Collective Intelligence, 2012, Cambridge, MA.
ABOUT THE INSTITUTION
The natural sciences have been a part of the research teaching at the Charles University since its founding in 1348.

The Faculty of Mathematics and Physics has been created by separating a part of the Faculty of Natural Sciences in 1952. Now, it is composed of three schools: the School of Physics, the School of Mathematics, and the School of Computer Science.

The School of Computer Science at the Faculty of Mathematics and Physics includes seven prestigious teaching and scientific workplaces. The quality of their graduates is widely recognized. One of them, the Department of Software Engineering, is focused on research and teaching in the areas of database systems, software engineering, web technologies.

RESEARCH TOPICS
There are three research groups in the department:
- Web Semantization Research Group (SeMWeX) www.ksi.mff.cuni.cz/semwex
  SeMWeX focuses on data repositories, domain-specific languages (XML and RDF processing, electronic-design automation), extensions to existing languages, compilers and tools, new parallel environments and programming paradigms, effective execution on NUMA and heterogeneous-core systems, user preference learning, top-k querying, web information extraction and annotation, autonomous robot systems, localization and navigation, and virtual cognition.
- Similarity RETrieval Research Group (SiRet) www.siret.ms.mff.cuni.cz
  SiRet focuses on similarity search in multimedia databases, structural bioinformatics similarity retrieval, similarity modeling and database indexing – metric access methods.
  XRG focuses on XML and Web technologies and their exploitation, service-oriented architectures (design, implementation, management), evolution, change management and adaptability of applications, efficient processing of graph data (XML, RDF, linked data), ontologies, Web 2.0, and semantic web services.

CURRENT RESEARCH PROJECTS
The department members are involved in a number of research projects funded by the Czech Science Foundation and the Grant Agency of Charles University, i.e. Intelligent library – INTLIB, Non-Metric Similarity Searching in Very Large Complex Databases. Conceptual Modelling of XML, Efficient Processing of Linked Data, Parallel processing of finite data stream, Architecture for Trusted Linked Data, etc.

PUBLICATIONS


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KEY FACTS

- University founded in 1348
- Faculty founded in 1952
- Department founded in 1993
- 5 professors
- 12 researchers
- 25 PhD students

RESEARCH TOPICS
- database systems
- semantic web
- similarity search
- XML
- service-oriented systems
In 2012 the CeRSI research center has hosted, for visiting or seminars: Daniel Mazio (University of Manchester), Eusebio Scornavacca (Victoria University of Wellington), Claudia Loebbecke (University of Cologne), Bysten Saba (University of Agder). In 2012 the following research projects contributed by CeRSI came to a successful conclusion:

- DT-C – Distretto Tecnologico della Cultura della Regione Lazio, financed by the Lazio Region (Filas). Partnership: BNC S.p.a., TXT Polymedia S.p.A.
- Smart-cities Laboratory on eHealth/eCare. Study on the state of the art of current good practices in eHealth/eCare. CeRSI is currently working on the following research projects:
  - HOPES – Help and social interaction for elderly. On a multimedia Platform with E-Social best practices; financed by the European Joint Programme Ambient Assistant Living, Call 2. Partnership: RAND SAS (Coordinator), Microsoft UK, Universita di Stuttgart, AHPH, CUP 2000, Campus Biomedico
  - MID-BLUE – MULTIMEDIA INFORMATION DISTRIBUTION USING BLUETOOTH; financed by the Regional Law (Lazio) 4, of April 28th 2006, Art. 182, sub 4, let. C. Entrepreneurial Projects, Vertical Actions for the Development of Innovation and Technological transfers. Partnership: Arakne Srl
  - A comparative study on the professionalization processes of IT project management in Italy and UK. Partnership the University of Manchester and Forum delle Competenze Digitali. CeRSI has also organized the annual conference of the Italian Chapter of AIS in 2012. The conference took place at the Rome campus of Catholic University of Sacred Heart, on September 28th-29th. In the plenary session the relationship between Information Systems and Organization Studies in Italy and Europe has been debated in a panel with Claudia Loebbecke and leading Italian scholars in the Organization Science area.

CeRSI has contributed to the launch of the new Springer series Lecture Notes in Information Systems and Organisation who has first volume has been dedicated to the memory of Professor Alessandro D’Atri, founder and past director of CeRSI.

**PUBLICATIONS**


In the area of IS in Italy, not only for the quality of the research activities performed, but also for having contributed to the birth and to the growth of the AIS www.italais.org, the Italian Chapter of the AIS www.aisnet.org, and for having promoted and coordinated the role of the Italian academic and scientific community, especially at an international level. In the international landscape, even though it cannot compete with institutions with a more large and solid experience, CeRSI is credited of a relevant position achieved mainly thanks to the participation to a high number of international research projects, the agreements on scientific cooperation, and the contributions to the organization of several international events.
RESEARCH TOPICS AND CURRENT RESEARCH PROJECTS

In addition to consortium workshops with industry partners, an important activity stream of the “Competence Center Corporate Intelligence” CC CI – http://cci.iwi.unig.ch/ is the SNF funded project “A Design Theory for Architectural Coordination of Enterprise Transformations (ACET)” that is carried out together with the public research center Henri Tudor, Luxembourg. ACET aims at constructing a well-founded, situationally adaptable method for coordination support of large enterprise transformations. For this purpose, various architectural elements such as frameworks, modelling languages or model analysis will be combined. Based on latest scientific findings, the “Competence Center Corporate Data Quality” CC CDQ – www.cdq.iwi.unig.ch/ is developing methods, architectures, reference models, and prototypes needed for efficient implementation of CDQ management in organizations. In consortium workshops and bilateral projects, participating enterprises are gaining critical know-how as to possibilities for successful establishment and maintaining of highly effective CDQ management. The CC “Health Network Engineering” CC HNE – http://ehealth.iwi.unig.ch/ focuses on the optimization of business processes in healthcare organizations as well as on the systematic development of networkability within the public health sector. Current research topics are transactional health care and e-health, process and quality management in health care, cooperation and service engineering as well as emerging business models in the public sector. After the completion of an EU Interreg project to develop tools for measuring hospital process efficiency, a follow up EU project for building a transnational cooperation platform for hospitals could be acquired and started in June 2012. In the CC “Corporate Management Systems” CC CMS – www.cms.iwi.unig.ch/ home innovative concepts that enable large international corporations to manage performance are developed. In 2011 a new research stream “design for use” was initiated that addresses how executive’s working style, use situation and connectivity can be considered in the customization of flexible, mobile corporate management systems for “digital natives”. The CC “In- dustrialization of Information Management” CC IM – www.cim.ch focuses on knowledge transfer of the more mature industrial engineering industry to the IT industry (and IT service providers) in order to improve the management of IT in these companies. Current research streams are IT sourcing and cloud sourcing. In conjunction with the University of Leipzig, the CC “Sourcing” www.sourcing.iwi.unig.ch develops concepts and instruments for information management in financial networks. Research activities are aligned with the “Bank 2050” model that represents a vision of customer-oriented as well as service-oriented business networking in financial services. The CC “Independent Living” CC IL – www.iwi.unig.ch/index.php?id=2&l=2 strives to enable elderly people to live a self-determined and independent life in their own homes. Research focuses on business models and prototyping of selected services in the areas of independent living and ambient assisted living. The competence network “Business 2.0” www.business2.0.ch investigates the use of web 2.0 concepts in companies. It focuses on the communication and information exchange through innovative internet applications. In 2011 the Institute was again continued by a sixth chair, which is led by Prof. Jan Marco Leimeister www.iwi.unig.ch/de/About-us/Chairs/WIWI-6.aspx. The goal of Prof. Leimeister’s research is to develop theories, methods, models and tools for the systematic design, and management of innovative service systems. Additional research activities are focused on crowdsourcing & IT innovation.

PUBLICATIONS

The following list represents a very limited extract of our publications in 2012. The complete list and many full-text downloads are available at www.iwi.unig.ch/publikationen.


Andrea Back, Peter Imler: Implementing a Classification Scheme for Enterprise 2.0, in – Information Technology 54 (2012), Nr. 5, S. 220-227


J. Mayer: Managers’ Mobile Workplace of the Future: Identifying Attractive User Interface Software Components with the Kano Model, accepted for publication in ICS 2012 Proceedings


T. Mettler: Post-Acceptance of Electronic Medical Records: Evidence from a longitudinal Field Study. Accepted for publication in ICS 2012 Proceedings


EVENTS

The event series “Anwenderforum St. Gal- len” (three per year) was continued in 2012 with the 39th, 36th and 37th edition. Anwen- derforum topic focus alternates between enterprise transformation and corporate in- formation exchange through innovative internet applications. Moreover the Meterzasc www. meter-2-cash.ch day, a forum to discuss how to manage innovation, was successfully organized for the first time. IWI-HSG also continued to organize events like the Business Engineering Forum or the IT Operations Days. These events serve as networking platforms that bring together a critical mass of practitioners and academics.
The University of Turku is a multidisciplinary scientific university located on the Southwest coast of Finland, in the vibrant student city of Turku. With over 25,000 students and 3,500 employees, the University of Turku is one of the largest universities in Finland. The Institute for Information Systems Science was established in the late 1970s, with the first position opening already in 1973. The institute has grown to have three full professors and a total staff of about 25. In addition, the institute has approximately 20 active doctoral level students. The yearly intake for students to the bachelor level having Information Systems as their major subject is around 25 of the annual intake of 250 of the whole Business School. In addition there are yearly approximately 60 master level students in the two international master programs of the Institute: Global Information Systems Management and International Master in Management of Information Technology. Information Systems is a popular minor for students of many areas of Economics, Business Administration as well as Computer Science.

The Institute carries a main responsibility within Turku Center for Computer Science (TUCS) for studies within information systems. TUCS is a joint unit between the University of Turku, the Turku-based Swedish-speaking Åbo Akademi University and Turku Polytechnics. All master level courses within TUCS are taught in English. The Institute for Advanced Management Systems Research (IAMSR) in Åbo Akademi University and Information Systems Science in Turku School of Economics has formed Turku Information Systems Research Alliance (TISRA). The objective is to increase the effectiveness and credibility of teaching and research of Information Systems Science on the national level and develop further cooperation and trust between the research units. CIO Academy Learning Society is the network of CIO PhD students and professionals in the pursuit of academic degrees in Finland. Currently, the University of Jyväskylä, the Turku School of Economics and the Tampere University of Technology take part in this cooperation. It was established to speed up and build a community of professionals interested in developing themselves by learning scientific inquiry in IT management-related issues and to help to raise a new generation of IT governance professionals.

**CURRENT RESEARCH PROJECTS**

During the year 2012, the research portfolio of the institute has grown considerably. Important new openings are the research projects ICT-Portti and e-Live, which offer development services for small and medium-sized enterprises in the field of ICT. The research for the Finnish ICT-barometer happened in the year 2012, too. This research by Tomi Dahlberg was done in association with the Finnish Information Processing Association. During the year 2011, the research project on public-private partnership success, principles and organization in the health and social services of the City of Turku was initiated also in the institute. With the development of a master program in Information Security, research on the topic has also been intensified. A research report on continuity management in Finnish companies was published in 2011. Research topics by the doctoral students in the institute cover a wide spectrum of areas. Current active topics include:

- application of open source in health and telecommunication industries
- data mining in aviation safety
- use of teaching platforms
- management of information systems
- capabilities in business process management
- agility in information systems management
- information overflow and interfaces in the work of medical doctors.

Research on different applications of Social Media seems to be a next core topic for the institute. A lot of initiatives following the road shown by Matti Mäntymäki’s much appreciated thesis "Continuous Use and Purchasing Behaviour in Social Virtual Worlds" are under way.

**PUBLICATIONS**


N. Islam (2002).: The Role of Perceived System Quality as Educators’ Motivation to Continue E-learning System Use. AIS Transaction of Human-Computer Interaction (4:1), pp. 25-43


**DISSERTATIONS**


Tommi Tapioonen: Information Technology (IT) manager’s contribution to IT agility in organizations – views from the field.

**EVENTS**

- Conference Well-being in the Information Society (WIS)
ABOUT THE INSTITUTION

The Institute of Information Systems at the University of Liechtenstein was founded in the early 1990s and has been continuously growing since then. The institute offers a Master’s program in IT & Business Process Management and a major in Information Management & IT within the Bachelor’s program in Business Administration. In 2012, the Master’s program started with more than 30 students from 16 different nations.

The institute is a co-founder of the Hilti Fellowship Program that provides highly motivated and committed Master’s students with the opportunity to do an internship at the Hilti Corporation in Liechtenstein while, at the same time, taking courses at the University of Liechtenstein. Currently welcoming applications for the 32th Call of the Hilti Fellowship, the program has proven a vital element of student exchange within the ERCIS network. In 2012, students from Estonia, Finland, Germany, and Russia participated in the program (more information available at www.uni.li/hilti-fellowship).

Situated in the heart of Europe, the Institute of Information Systems strives to be a networking hub that facilitates the exchange of both IS researchers and students. In this past year, we have had the pleasure of hosting a number of distinguished individuals, including Ulrike Bauml (Fernuniversität in Hagen, Germany), Nicholas Berente (University of Georgia, Athens, GA, USA), Elena Gorbacheva (University of Münster, Germany), Reinhard Gia (University of St. Gallen, Switzerland), Roland Hafner (Goethe University, Frankfurt am Main, Germany), Ian Mending (Vienne University of Economics and Business, Austria), and Niz Safudin (Queensland University of Technology, Brisbane, Australia).

The institute represents the Association for Information Systems (AIS) in Liechtenstein through the Liechtenstein Chapter of the AIS (LCASI). Iris Jüngl (Accenture Institute for High Performance), Marcello La Rosa and Jan Recker (both from the Queensland University of Technology, Brisbane, Austria) are research fellows at the Institute.

RESEARCH TOPICS

Research at the Institute specializes in Business Process Management (BPM) in particular, as well as a number of specific fields in Information Systems (IS). The field of BPM is multidisciplinary and has interfaces to several other disciplines, most notably information systems, management, organization studies, and computer science. Our main research areas are creativity and innovation in IS, culture and people in BPM, Green IS and Green BPM, information and content management, IT and BPM value, and emerging research methods in IS and BPM.

PUBLICATIONS


DISSERTATIONS

In October 2012, Theresa Schmiedel, research assistant at the Institute of Information Systems at the University of Liechtenstein, received her PhD in Business Economics. Her dissertation on “Understanding Culture as a Concept in Business Process Management Research” was co-supervised by Jan vom Brocke (University of Liechtenstein), Jörg Becker (University of Münster, Germany), and Jan Recker (Queensland University of Technology, Brisbane, Australia).

EVENTS

BPM Career Program: The BPM Career Program at the University of Liechtenstein is aimed at highly qualified and motivated talents with a firm interest in management and technology. It provides students with the opportunity to work in a professional environment while, at the same time, being enrolled in the IT and Business Process Management Master Program at the University of Liechtenstein. BPM Winter School: In this winter school, students gain a comprehensive understanding of the contemporary state-of-the-art in BPM. Classes are taught by BPM thought leaders from both academia and practice. In case studies and exercises, students practically apply concepts and methods. BPM Round Table: Each round table meeting focuses on a specific sub-topic of Business Process Management. The meetings are interactive and open to all interested participants. Our aim is to foster BPM-related knowledge exchange and networking in the Rhine Valley and Lake Constance area. Please visit www.bpm-education.org for further information about our activities in teaching and education.

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KEY FACTS

- Founded in 1991
- Researchers: 15
- Researchers: 3
- Student Track Chair: Marcello La Rosa (Queensland University of Technology, Brisbane, Australia)
- 8th International Conference on Design Science Research in Information Systems and Technologies 2013, Helsinki, Finland, Program Chair
- 15th International Conference on Information Technology and Management 2012, Leipzig, Germany, Student Track Chair

INSTITUTION

Universität Liechtenstein
J. Becker, W. Schwaderlapp, S. Seidel (Eds.)

- SME: Towards the Sustainable Enterprise.
- Green IS and Green BPM
- Creativity and innovation in IS
- Culture and people in BPM
- Green IS and Green BPM
- Information and content management
- IT and BPM value
- Emergent research methods in IS and BPM

- 8th International Conference on Design Science Research in Information Systems and Technologies 2013, Helsinki, Finland, Program Chair
- 15th International Conference on Information Technology and Management 2012, Leipzig, Germany, Student Track Chair
About the Institute:
The Department of Information Systems and Operations, Vienna University of Economics and Business (WU Vienna), was founded in the course of WU’s organizational restructuring in 2005. Since then, it has consolidated the know-how and reputation of five highly renowned institutes and 16 professors with distinguished focuses in research and teaching, providing a broad representation of IS research topics. Our Bachelor’s Program in Information Systems, as well as the subsequent Master’s program, are recognized as Austria’s leading degree programs in this field (according to Format Uni-Ranking, 2009). The trans-disciplinary Master’s Program in Supply Chain Management (launched in the winter semester 2010/11) ambitiously follows this successful tradition …

Current Research Projects:
In November 2012, the Research Institute for Computational Methods in cooperation with the Institute of Information Business started the uComp project, funded by EU FP7-CEST-ERA, with project partners such as the University of Sheffield and LIMSI Paris. uComp will merge collective human intelligence and automated methods in a symbiotic fashion in a scalable and generic framework for knowledge extraction and evaluation. Going beyond mere data collection, the framework will continuously learn from human feedback to optimise the automated methods, and embed the human computation paradigm into adaptive knowledge extraction workflows. Since October 2012 the Institute of Information Business and the Institute of Production Management jointly participate in an EU FP7 Project on a Service Platform for Green European Transportation (GET Service), with project partners such as TU Eindhoven, HPI Potzdam, IBM Research Zurich, and Portbase (Rotterdam Harbour). The goal is to develop a software platform for the collection and provision of real-time transport route data suitable for planning and control. The institutes of WU Vienna will be responsible for the identification of case studies and the implementation of the event processing component.

Activities:
2012 International Conference on Information Resources Management (Conf-IRM)
From 21st to 23rd May, the WU under the leadership of the Institute of Information Management and Control hosted the International Conference on Information Resources Management (Conf-IRM). Conf-IRM is an affiliated conference of the Association for Information Systems (AIS). It provides a peer-reviewed forum for researchers from across the globe to share contemporary research on developments in the fields of information systems and information management. The event was a great success and generated overwhelming international interest. We were proud to welcome about 150 researchers, practitioners and students from 28 different countries. Conf-IRM 2012 provided a current account on many ideas and initiatives in globalised and digital world promoting Accountability within the discipline of Information Systems. The main program was organized as a set of 15 different tracks divided into parallel sessions, two keynote addresses and one panel discussion. The AIS-Leo Award holder Niels Bjem-Andersen from the Copenhagen Business School delivered the academic keynote and Ryszard Dyszkiewicz from the Vienna Insurance Group the practice keynote.

Joint conferences emis-bpmn-awpn 2012 in Vienna: From 12 to 14 September, the WU Vienna and University of Vienna jointly hosted the International Workshop on BPMN, the BPMN Practitioners Days, the EMISA Workshop, and the AWPN Workshop. The event was explicitly tailored to serve as a bridge between academia and practice. Altogether, 100 participants took part in this event. The key note speakers were delivered by highly reputable experts in business process management. For the first time, Dr. Stephen A. White, the founding father of BPMN, presented his perspective on the standardization in a German-speaking country. Prof. Dr. Jan Recker from Queensland University of Technology provided summarized current research on BPMN and looked into the question of what we do not know about it at this stage. Finally, Jakob Freund of camunda presented his take on practice-proven guidelines for working with BPMN.

Publications:
The following list represents a short extract of some of our publications:

For the first time Dr. Stephen A. White (IBM USA) presented his perspective on the standardization of BPMN in a German-speaking country.


Bauer, Christine (2012): Bands as Virtual Organisations: Improving the Processes of Band and Event Management with Information and Communication Technologies. Frankfurt (Germany)/Peter Lang Internatio- naler Verlag der Wissenschaften
The research topics include:

- The IS research discipline
- Supply chain management

**Current Research**

Recent work in the knowledge management area investigates knowledge transfer and knowledge building processes observed at technical support centres in China. How script-based tacit knowledge is built, not transferred, and how supervisors manage tacit knowledge in workers in industrial environments. A resource website on Knowledge Management has been set up at http://kmrg.az.cn. Our work in e-government focuses on how social networks are utilised in government, and at policy maker’s perspectives on how technology has been used at local levels. In the area of supply chain, work currently centres on external relationship building and the use of the Quick Scan Methodology to assess company supply chains. Other staff are working with the fellow ERCIS members from Bordeaux on lessons learned for prescriptive decision modelling from descriptive managerial behaviours. We also are busy with colleagues in Helsinki and Austro developing theory and measurement metrics for the new area of research called Systems Intelligence.

**Publications**

Here are some of the more significant articles published recently:

- Cataldo, Alejandro, McQueen, Robert, Sepulveda, Marcos (2011): Big IT for small companies, Industrial Engineer, 43, 5, 48-53
- Cataldo, Alejandro, Sepulveda, Marcos, McQueen, Robert (2012): Exploring the IT usage in SMEs from New Zealand, Columbia and Chile using action-research methodology, Journal of Innovation Management in Information Technology & People, 23 (1): 54-79
- McQueen, Robert and Chen, Jihong (2010): Building script-based tacit knowledge in call centre trainees, Knowledge Management Research and Practice, V.8, No 3, pp. 240-255 [Publisher: Palgrave Macmillan ISSN: 1477-8318, EISSN: 1477-8246]
- Williams, David: An investigation into tacit knowledge management at the supervisory level, 2001


- Childerhouse, Paul, Deaksin, Eric; Bohme, Tillman; Towill, Denis; Disney, Stephen; Banomyong, Rich (2012): Supply chain integration: An international comparison of maturity, Asia Pacific Journal of Marketing and Logistics, 23, 4, 531-552

- Childerhouse, Paul, Towill, D (2012): Effective supply chain research via the quick scan audit methodology, Supply Chain Management: An International Journal, 16 (1): 5-10


- Janson, Annick: Narratives of online collaborative experiences: Leaders and lurkers, 2006

- Rastrick, Karyn: Competitive Capabilities: A Resource Based Model of ICT Advantage

- Sintanochat, Chansit: The impact of inter-ventional change techniques on an Internet banking cross-functional team, 2008

- Williams, David: An investigation into tacit knowledge management at the supervisory level, 2001
The competence center "BPM in Financial Industries" addresses current business process management (BPM) topics that are of major interest to financial sector institutions – primarily focusing on banks and insurance companies. While our work in the last year has addressed primarily the modeling and compliance of supervisory report obligations, our work in 2012 focuses on the modeling and analysis of banking business processes.

One of the largest industry projects since the foundation of the competence center in 2010 was acquired this year. Together with one of Germany’s largest IT service providers for banks, ERICS members and project seminar students develop a business process and compliance management platform based on the modeling tool Icebricks. The project’s goal is to develop a foundation for legal influence analyses. In the end, we will be able to analyze influenced processes and process activities, its belonging system resources and organization units. Beside this industry project, the competence center has successfully published several conference and journal articles about the conceptual design and analysis of regulatory compliant business processes and data warehouses.

Beginning from identifying the need for such solutions to the implementation of analysis algorithms and modeling techniques, the CC team researches the main compliance areas of financial industries. The agenda for the upcoming year 2013 will focus on the cost perspective of financial business processes. Therefore we plan to investigate cost mechanisms and functions for estimating the costs for regulatory-related changes on business processes and data warehouses.

Interested researchers as well as practitioners are welcome to participate in our research results and to become a part of the competence center.

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CLOUD COMPUTING
Founded in spring 2011, the ERCIS Cloud Computing Competence Center (C4) fosters a growing “tradition” of panel discussions and events centered on cloud sourcing risks and opportunities for small and medium-sized enterprises (SMEs). A highlight of 2012 was the expert session on legal aspects of cloud sourcing where renowned experts on matters of cloud legislation presented the most prominent pitfalls for German SMEs. Afterwards, a lively discussion among the audience – mostly delegates of regional SMEs – and the panel brought practical insights and delineated problematic aspects. In addition, the C4 continued its series of C4 Management Briefs by a new publication on cloud governance issues. To find out more, simply visit www.ercis.de/research/competence-center/cloud-computing or contact c4@ercis.uni-muenster.de.

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**Conceputal Modeling**

Recently, conceptual models have become increasingly common in almost every kind of information systems design. Common repositories of companies’ conceptual models have reached a considerable size, containing thousands to tens of thousands of model elements, which makes the task of manually applying these models for different purposes nearly impossible (e.g., for Business Process Reengineering, Business Process Compliance Management, Mergers and Acquisitions, ERP Alignment, Model Driven Software Engineering, Benchmarking, etc.). Against the background of this development, the Competence Center for Conceptual Modelling focuses on automatic support for model analysis. In particular, we have developed approaches and tools for:

- Structural Model Analysis: To meet the model analysis requirements of Business Process Reengineering, Business Process Compliance Management, Mergers and Acquisitions, ERP Alignment, Model Driven Software Engineering, and Benchmarking, we developed and improved an approach for structural model queries. In particular, we support the identification of model sections that comply with a template structure. Such a template defines how a model structure typically looks and, for instance, reveals a process weakness. The query approach uses these templates, analyses arbitrary models and returns those model sections that match.
- Efficient Analysis of Large Models and Model Collections: The problem of analyzing large model repositories is that model analysis is computationally expensive. We have identified typical conceptual model characteristics based on findings from graph theory that allow us to significantly decrease the computational expenses of model analysis. These characteristics are mainly based on bounded treewidth and planarity of model graphs. This means that we can turn the general problem of exponential complexity into a problem of polynomial complexity, making automatic model analysis feasible even for large model repositories typically used by large companies and corporate groups. To prove the increased efficiency of algorithms exploiting structural model characteristics, we have implemented several of them and performed query tests on large model repositories. First results support our assumptions.
- Business Process Compliance Management: We acquired a research project on Business Process Compliance Management, funded with 330,000 by the German Research Foundation (DFG). In this project, we apply our knowledge on model querying to business process models to be checked for compliance. To be able to prove the utility of model-driven Business Process Compliance Checking, we collaborate with companies from the financial sector.

In the near future, we plan to extend our research to combining terminological standardization of conceptual models with ontologies, model-based ERP Alignment and model customization. To coordinate our research with national and international colleagues and to discuss future challenges of research on conceptual modelling, we held a seminar on "Open Models as a Research Roadmap. Business Process Compliance Checking, in: Proceedings of the 10th International Conference on Information Systems (AMCIS 2012). Seattle, USA 2012


**Selected publications**


Social media have become an integral part of how governments exploit social media, and they rather apply traditional "offline" communication patterns to the Web 2.0 world. This analysis, which has looked at government Facebook pages from the outside, will be followed by an inquiry of governments concerning their underlying social media strategy.

Survey of e-Government Readiness in new zealand, austria, and germany. Together with the ERCIS partner universities in Waitako, New Zealand, and Brisbane, Australia, we sent a questionnaire to municipal governments asking them about their e-government status, their communication strategy as well as further mobile developments. We expect first results by the end of this year.

Publications
S. Hofmann, M. Räckers, D. Beverungen, J. Becker (2013): Old Blunders in New Media? How Local Governments Communicate with Citizens in Online Social Networks, HCICS, accepted for publication

ERCIS LAB MOSCOW
The ERCIS Lab Moscow at National Research University Higher School of Economics has been formed in 2011 to help Russian academia and industry clients to extend ideas and research direction in information systems topic with ERCIS members, to create a direct link between academic research and product development/industry cooperation.

The overall mission of ERCIS Lab Moscow is:
- To define how Academia and Industry can work together in new economic environments specifically in the area of ICT and business software technologies.
- To share with Russian companies and public sector the best research and educational methods and approaches in Business Informatics/IS area.
- To create a framework for research and academic skills of 21st century in Business Informatics/IS area, to support talented future academic leaders, especially in emerging markets in relevant research areas.

At the moment ERCIS Lab Moscow staff includes seven visiting fellows, PhD and MSc students. ERCIS Lab Moscow is working very closely with ERCIS HQ in Münster.

Main research directions are:
- Business Transformation, organizational changes
- Enterprise Architecture and business process management for very large companies
- Business Process management in design and manufacturing, Life-long product maintenance
- ERP systems implementation, ERP for SMEs, Enterprise software and software-related services research
- Industry oriented MSc and PhD education

ERCIS Lab Network in Russia is research partner network of ERCIS Lab Moscow and at the moment includes:
- Moscow State Institute of International Relations (MISIMO-University), Moscow State University of Railway Engineering (MIIT), The Gubkin Russian State University of Oil and Gas, Bauman Moscow State Technical University, Moscow Power Engineering Institute (Technical University) and Saint-Petersburg Institute for Informatics and Automation of the Russian Academy of Sciences (SPII RAS).

The ERCIS Lab Network in Russia major industry cooperation partners include companies such as SAP, T-systems, Surgutneftegaz, United Metallurgical Company, Joint Stock Company Commercial Bank “Center-invest”, Russian Railways, Gazprom and Lukoil.

In 2012 ERCIS Lab Moscow participated in a number of leading international conferences such as IEEE IFOST Conference (Tomsk), International Congress on Intelligent Systems and Information Technology (Gelendzhik), also members of ERCIS Lab network participated in Business Informatics Research (BIR) conference in Nizhny Novgorod.

More than 10 research publications were published in English and Russian, including leading Russian journals such as Journal of Business Informatics. ERCIS Lab Moscow members at the International Congress on Intelligent Systems and Information Technology (Gelendzhik, Black Sea) also two educational and research Lori were signed to establish industry-oriented educational and research clusters drawing the partnerships of Moscow State University of Railway Engineering and the Gubkin Russian State University of Oil and Gas with Russian Railways and Lukoil, respectively, coupled with leadership of HSE/ERCIS Lab Moscow into the sphere of economical and managerial education in the region and leverage access to innovative technologies provided by SAP University Alliances.
**COMPETENCE CENTERS**

**ERP COMPETENCE CENTER**

Within the ERCIS network, the Center provides theoretical and applied research in the ERP area. It supports ERP-related customer-oriented consulting and case study development for student teaching in Production Planning and Control as well as other related areas. In 2012 Prof. Dr. Axel Winkelmann joined the University of Wuerzburg and Dr. Dr. Victor Taratukhin took over the Competence Center day to day operations.

Competence Center Mission: Understanding the design and management of business software/ERP

Some of the key activities of the Competence Center in 2012 were:

- the research on understanding and shaping algorithms for forecasting (SAP Spotlight) and planning (SAP R/3)
- the development of a reference process landscape for telecommunication as part of the worldwide e-TOM standard (in conjunction with the University of Magdeburg)
- active promotion of Integration of Business Processes in SAP ERP course (ERP 10) for ERCIS students
- to establish expertise in SAPs latest software system business by design (integration scenarios created between Münster, Wuerzburg, and Lausanne)
- cooperation initiated with the new ERP lab at the University of Wuerzburg in order to provide students and researchers with various systems for teaching and research
- participation in SAP University Alliances EMEA Congress in Dresden and SAPPHIRE NOW+TechEd in Madrid
- academic consultancy support for one of the leading Oil and Gas Company in ERP related research to visit ERCIS HQ
- successful certification of first ERCIS MSc for SAP’s Business by Design software
- Cooperation with the ERCIS member Higher School of Economics Nizhny Novgorod in opening of the first Academic Competence Center in ERP for small businesses (SAP Business One Competence Center)
- Agreement reached on ERCIS participation in SAP University Alliances HANA initiative

**Academic partners**

University of Wuerzburg, Cranfield University, University of Cologne, Higher School of Economics, ERCIS Lab Moscow ...

**Industry partners**

SAP, SAGE, Microsoft, COMARCH, Proalpha, Remita board ...

The discussion is underway to extend the research directions of the center outside of traditional ERP concepts and to bring integrated aspects of enterprise software and software-related services into the portfolio.

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**SERVICE SCIENCE**

With the rise of the service economy, the prosperity of industrial countries is based more than ever on engineering, selling, and delivering highly advanced services. In Germany, the trend for servitization is particularly recognized in the high-tech industries, leading to integrated solutions of goods and services that jointly fulfill customers’ requirements. In the Service Science Competence Center at ERCIS, we focus on analyzing emerging research phenomena in the service economy, as well as designing IT artifacts for managing the transition towards service orientation. Our research is devoted to investigate service phenomena in an international setting, with an equal emphasis on advancing theory and management. In 2012, we focused on three areas of research. First, we added to the results of the research project FlexNet that was carried out in Münster from 2006 to 2010. Drawing upon the theoretical frameworks of boundary spanning and service blueprinting, we presented a method for identifying IT-based boundary objects that allow for digitally connecting manufacturing companies, service companies, and customers. By using the concepts of the ‘line of visibility’ and ‘line of interaction’ from service blueprinting, the method helps to govern key dimensions of boundary spanning (i.e., information transfer and process coordination) in service networks. In addition, we presented a socio-technical approach for analyzing and designing interaction routines in service networks that comprise manufacturing and service companies. Second, in the Networked Service Society (NSS) project, the permanent presence of an Information Systems researcher from the University of Münster was continued at the Queensland University of Technology (QUT) in Brisbane. Short-term research visits to Seoul and Ulsan were carried out in order to further frame our cooperation for the second funding period on the NSS project which will start in January 2013. In turn, Prof. Dr. Han Gyun Woo (UNIST, Ulsan) and Stuart Dillon (Waikato University, Hamilton) conducted research visits in Münster. A new student exchange program between UNIST and WINK was established in order to increase student mobility. Third, in the research project ServDEA, theories and artifacts for service productivity analysis were designed. In research collaborations with DECKEL MAHO GILDEMEISTER, Trumpf, and RWE Services, we performed service productivity analyses in different settings in order to theorize on the utility of the Data Envelopment Analysis (DEA) in industrial service settings. In order to enable peer-reviewed journals and conferences. In 2012, papers were accepted for publication in the journals IEEE Transactions on Engineering Management, in the Scandinavian Journal of Information Systems (Q2), in Enterprise Modelling and Information Systems Architectures (EMISA), and in the e-Service Journal (ES). As regards peer-reviewed articles in conference proceedings, we successfully published at the Pacific Asia Conference on Information Systems (PACIS), at Multikonferenz Wirtschaftsinformatik (MKWI), the Hawaii International Conference on System Sciences (HCSS), the European Conference on Information Systems (ECIS), the Workshop on Service Modelling (DLW), and at the RESER Conference. Further manuscripts are currently under review with the journals Information Systems and E-Business Management (ISEB), the International Journal of Services and Operations Management (IJSOM), the International Journal of Business Intelligence Research (IIBR), and the International Journal of Service Technology and Management (IJSTM).
The Competence Center for Smarter Work provides research and transformation support in the area of Unified Communication/ Collaboration (UCC) and Social Media. The integration of the underlying technologies and concepts into the workplace provides profound challenges and opportunities for organizational development and innovation. UCC as well as social media facilitate extended and richer modes of interaction among stakeholders. Customer relations as well as partner communities can be actively transformed by the introduction of UCC and Social Media. Furthermore, tools can be used to improve cooperation among employees, to strengthen social relations or to identify experts and specific information. While focusing on the interaction and behaviour of different stakeholders, approaches for smarter work should further reflect corporate social responsibilities (CSR).

Technology and partner ecosystem
The Competence Center for Smarter Work moderates an ecosystem of both technology and industry partners (domain experts). We are hosting a large set of solutions from large German companies. The chairpersons of the Competence Center, who utilize Microsoft Dynamics CRM and partner in the area of Unified Communication/Social Media, have resulted in a unique integration of a spectrum of projects at the Competence Center. For more information please visit the website.

Mobile social media and business process integration
An efficient integration of Social Media into company intranets is a hot topic, however, hard to achieve. In a cooperation project with NextinData (case company) and Cisco Systems (technology provider) we have applied Enterprise Social Media and the related communication practices to the business process with innovative social processes, providing quicker access to experts, easier to use communication channels as well as an integrated and dynamic knowledge repository. The tool creates forms. The tool is based on a combined process of projects at the Competence Center. For more information please visit the website.

Enterprise social media analysis
In cooperation with Securitas we have developed a sophisticated Tool for analysing the usage of Enterprise Social Media Platforms. The tool is based on a combined Analysis of key indicators and automated content analysis. Thereby the tool creates an overview of the usage intensity, the topics that are discussed as well as the atmosphere on the platform.

Selected Publications
S. Stieglitz, T. Brockmann (2012): Increasing the Organizational Performance by Reorganization into a Mobile Enterprise. MS Quarterly Executive (MISQE) (forthcoming)

New website – smarter-work.de
We have launched a new blog-based website, where partners, colleges and anyone interested can get up-to-date information on the Competence Center. We will regularly post updates on our activities as well as statements to recent developments in the context of Smarter Work. Moreover we provide an overview of what makes the Competence Center unique and the services we provide.

Enterprise social network analyzer
The business value of Enterprise Social Media is hard to determine as such technologies usually do not support dedicated process functions. In a cooperation between the Competence Center and the viadee IT-Consulting GmbH, four students conceptualized and developed an enterprise social network analyzer. The students developed a methodology for measuring the business value, generated by means of enterprise social networks. They, moreover, realized a prototype that can gather usage data from various established enterprise social media platforms, identify Key Performance Indicators and transfer these indicators into Business Intelligence Software.

Project seminars: CRM/PNI
In cooperation with Microsoft Germany and Connectiv!esolution, a local Microsoft Dynamics CRM distributor in Münster, a highly motivated team of eight students develop a customer relationship management solution supporting the workflow of one department of the University of Münster. The team is going to be one of the first in Germany, who utilize Microsoft Dynamics CRM in the context of a University.

CSCW @ Conference on “Enterprise Collaboration & Communication”. In November 2012 the conference “Enterprise Collaboration & Communication” took place in Frankfurt. The magazine “WirtschaftsWoche” promoted the event and gathered experts and decision-makers from large German companies. The chairperson, Prof. Dr. Stefan Stieglitz, delivered his keynote speech “Smarter Work – Social Media and Mobile Services as a driver creating business values”.

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TO OUR WEBSITE
NETWORK RESEARCH ACTIVITIES

NETWORKED SERVICE SOCIETY

Funded by the German ministry of education and research (BMBF). The German Federal Ministry of Education and Research has launched eighteen research projects to enable German universities to establish joint research structures with research institutions and companies in the Asian-Pacific region. In this context, researchers of ERCIS collaborate to theorize on and design the "Networked Service Society" (NSS). As a structural goal, the Chair of Information Systems and Information Management at the WWU Münster strives to further advance long-term research structures with QUT (Brisbane, Australia), UNIST (Ulsan, Korea), and Yonsei University (Seoul, Korea). Joint research initiatives are done to extend our cooperation. In 2012, guest researchers from Münster were sent permanently to the Queensland University of Technology (QUT) in Brisbane for exchange visits, just as in 2011. In addition to bilateral research and publications on the networked service society, an empirical study was performed in cooperation with University of Waikato on the e-Government strategies of local governments. Two research visits to Korea were conducted in order to further develop promising topics for cooperative research. With regards to education, a student exchange program was established between UNIST and WWU in the course of a research visit of Han Gyun Woo in Münster. Having started in 2010, the project will be extended by the ministry of education and research, starting from January 2013. It will now be funded until the end of 2014.

Towards a global service research Center

In this second project phase, we will focus on evolving the Service Science Competence Center into a center for global service research. In a first step, we will extend the collaboration between the ERCIS Partners in Australia, Germany, Korea, and New Zealand. In a second step, we plan to establish additional ties with universities in the BRICS countries in order to be able to research on service phenomena on a global scale. The long-term vision is to institutionalize these research structures in a global service research center by focusing on three main areas: joint research, joint education, and joint industry projects.

Joint research

With the rise of the service economy, the prosperity of industrial countries is more than ever based on engineering, selling, and delivering highly advanced services. In addition, some recent breakthrough innovations in IT enable companies, public administrations, and individuals around the globe to network in near real-time. Against the backdrop of these two mega trends, flexible and efficient networking is increasingly an essential prerequisite for companies to enter and serve their markets globally.

Business value of social media

Social media, in particular online social network sites such as Facebook, are accessed by numerous people anywhere and anytime, free of charge. Companies increasingly strive to capitalize on the data stored on these platforms. We theorize on the inner workings of social media, as well as develop innovative IT solutions to capitalize on these data in order to benefit companies and their customers at the same time. A fiscal area is developing new strategies and methods for bundling services that fulfill the needs, wants, and demands of a service company's customers.

Networking services business processes globally

As regards global business process management, service companies are faced with two major challenges. First, they need to distribute activities around the globe in order to maximize the local efficiency of their business units. Second, they need to synchronize these dispersed processes in order to keep their operation efficient and effective on a global level. We theorize on both tasks and design new solutions to help companies build up and run their business processes globally.

Our mission in the NSS project is to contribute to theory and to the innovative design of IT artifacts in two research areas:

- Networked service research activities

In the future, international summer schools will be conducted on an undergraduate and graduate level to further leverage joint education. The long-term goal is to foster a joint PhD program in ERCIS that allows for seamless mobility of our PhD students.

Joint industry projects

We envision service research to contribute both to theory and to the management of service companies. In the second period of the project, we strive to perform research cooperatively with service companies that manage their business processes globally and want to capitalize on the business value of social media. In the long-term, we aim at getting the planned Service Research Center funded from industry projects.

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In April 2012, the ERCIS organized the Innovation Forum “Propeller” for business process management (BPM) in cooperation with the Higher School of Economics in Moscow. 25 German and 45 Russian researchers and practitioners participated in the event.

A lot of hot topics and questions were discussed during the three-day workshop. The key question was “How can we address future challenges of BPM (especially in Germany and Russia) in a holistic approach?”. While the concept of BPM has been discussed intensively by German Business and Information Systems researchers since the early 1990s (at least), the topic is rather new to Russian industry and researchers. In the recent years, this situation has begun to change, and it became apparent to the Russian research community that the concept of “process” is helpful in advancing organizational performance while facing global competition. Against this background, the Propeller 2012 workshop was intended to break the mold for BPM in Russia by identifying current challenges of the industry. All participants agreed that a common language and understanding of BPM is crucial for approaching this question. Several perspectives on BPM (Strategy, Modeling, Implementation and Analysis) were discussed in four thematic breakout sessions. In line with the general areas for BPM investigated in the workshop, we conducted one breakout session for each of the core topics, i.e., Business Process Management Strategy, Business Process Modeling, Business Process Implementation, and Business Process Analysis. The breakout sessions were purposefully designed in order to allow a stimulating setting for developing new ideas and German-Russian research cooperation.

On the first day, the workshops of BPM Strategy and Business Process Analysis were conducted, whereas the sessions of Business Process Modeling and Business Process Implementation were performed on the second day. These two sessions were conducted simultaneously, such that the participants were motivated to get involved into one subject area they were experienced in. The results of the workshop are intended to be incorporated into a joint EU research proposal.

Furthermore, the results were published in an ERCIS working paper, which can be retrieved from the ERCIS website through www.ercis.org/research/working-papers. Further information on the workshop can be found through www.propeller.ercis.org.

Experience Report: Staff Exchange with Norway

Tim A. Majchrzak from the ERCIS headquarters in Münster, Germany, spent six weeks in Norway as part of the ERASMUS staff exchange programme. He was welcomed by the Department of Information Systems of the Universitetet i Agder (UAA) in Kristiansand. Tim arrived at UAA for a guest talk during a private stay in 2012 after establishing contact with Bjørn Eirik Munkvold via the ERCIS network. He intended to take some teaching duties in another country and scrutinize possibilities for joint research. Planning was kindly supported by Bjørn Eirik Munkvold in Norway, the ERCIS team in Münster, and the International Office of the University of Münster. Since the visit was mainly meant to exchange teaching routines and to experience teaching in a different setting compared to Münster, Tim took part in three courses: Programming Related Topics from the IS Bachelor programme, Information System Development from the IS master programme in Kristiansand, and Generative Programming from the IKT Master programme in Grimstad. For all three courses, close cooperation with the respective lecturers – Even Åby Larsen and Andreas Prinz of Grimstad – was sought. This enabled a very fruitful exchange of ideas as well as reasonable management of a quite high workload (15 hours of regular teaching per week).

Teaching indeed proved to be quite different to Münster: class sizes are much smaller, even in the Bachelor programme. In general, the lecturing style is more interactive, even though students tend to be rather shy in the beginning – probably owed to changing the teaching language from Norwegian to English for the duration of the stay. Besides, differences can be noted in detail: for example, Norwegian students use to buy one textbook per course, which is rather uncommon in Germany. Working with the students and jointly preparing lectures was challenging yet very rewarding. Particularly notable is the teaching model chosen for the IS Master course: either Tim A. Majchrzak or Even Åby Larsen lead the preparation of a particular lecture and held it while the other one commented and amended. Information systems development is a topic that allows for different views and several approaches to tackle one problem. Therefore, this style led to discussions that also encouraged students to participate and thereby grasp the challenges of development activities. A side activity of the visit was to familiarize about joint research. Several activities have been planned, including writing a paper on “Random Teaching” for an IS education journal. Besides having a great time at the two campuses and making friends with the staff, Tim took the chance to see the local nature. This included taking some of the famous hikes (e.g. to the Preikestolen as shown on the photos), as well as activities with the colleagues. Even Åby Larsen presented the King’s Road between Lillestrøm and Grimstad by bike, and Hans Olav Omland showed a little-known hike. Both trips complemented a fantastic experience.
The first book in the LNISO series is dedicated to the memory of Professor Alessandro D’Atri, who passed away in April 2011, and who was an ERCIS Member from the very beginning of our network. The book is titled "Designing Organizational Systems" and it is edited by Richard Baskerville, Marco De Marco, and Paolo Spagnolietti.

Professor D’Atri started his career as a brilliant scholar interested in theoretical computer science, databases, and, more generally, information processing systems. He journeyed far in various applications, such as human-computer interaction, human factors, ultimately arriving at business information systems and business organization after more than 20 years of research based on “problem solving”. Professor D’Atri pursued the development of an interdisciplinary culture in which social sciences, systems design, and human sciences are mutually integrated.

Rather than retrospection, this book is aimed to advance in these directions and to stimulate a debate about the potential of design research in the field of information systems and organization studies with an interdisciplinary approach. Each chapter has been selected by the Editorial Board following a double blind peer review process. General criteria of privileging the variety of topics and the design science orientation and/or empirical works in which a design research approach is adopted to solve various field problems in the management area. In addition several chapters contribute to the meta-discourse on design science research.

Call for manuscripts

The Series Editors would like to encourage all ERCIS members to suggest books and proceedings to be published in LNISO.

About LNISO

LNISO is the publication forum for the community of scholars investigating behavioral aspects of IS and organization. The focus on the relationship between IT, IS, and organization is the common thread of this collection, which aspires to provide scholars across the world with a point of reference and comparison in the study and research of Information Systems and organization. LNISO is the publication forum for the community of scholars investigating behavioral aspects of IS and organization. LNISO is the publication forum for the community of scholars investigating behavioral aspects of IS and organization.

Call for manuscripts

We would like to encourage all ERCIS members to submit manuscripts that fit in the scope of this new series.
During the Winter Term 2012/2013, 28 students from the University of Liechtenstein, University of Münster, and the University of Twente elaborate on the question how the Digital Information Systems Society will look like in 2020 in terms of the topics Entertainment, Living, Gaming, Transportation, Education, Participation, Culture, Health, Dating, Science, Tourism, and Retail. Their task in this second virtual seminar is to write a scientific paper through full virtual collaboration. The intention of the seminar is to add soft aspects like internationalization, virtualization, and collaboration to the BPM/IS education at the participating institutions, better preparing the graduates for their future work. The outcome of the seminar is intended to be published as ERCIS Working Paper.

JOINT ERCIS SEMINAR

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IT SECURITY

Thomas Hoeren from the Institute for Information, Telecommunication and Media Law and Rainer Böhme from the Department of Information Systems organised a joint seminar for both Law and Information Systems students. The wide range of topics included legal aspects of hacking, problems of digital estate as well as technical possibilities and legal obligations of secure digital identities. The students prepared their seminar theses in interdisciplinary teams of two. During the seminar, the students gained insights into legal and technical aspects and learnt about the relations between the two fields. They found out that interdisciplinary methods were necessary to understand the development of a society proliferated by IT.

Joint ERCIS Seminar

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Three New Erasmus Agreements Between The ERCIS Headquarters and International Partners

Since 2012, we are actively working on the establishment of exchange agreements between the ERCIS headquarters in Münster and our international partners. Besides the already existing agreements we managed to come up with three new ERASMUS agreements, namely with Vaduz (Liechtenstein), Enschede (Netherlands), and Kau- nus (Lithuania). These agreements include not only student exchanges but also the possibility of staff exchanges to intensify research cooperations. Have a look on the map to find out about existing agreements! If you are interested, just contact the ERCIS team at team@ercis.org.

IS Project Seminar at ERCIS Münster Hilti – Store of the Future

In October 2012, the “Store of the Future” project seminar in cooperation with Hilti was launched. The team consists of nine IS Master Students that are participating this winter term (2012/2013) at the University of Münster. They are working on ideas for process improvements in the Hilti Retail Centers. In this context, the students also bring new and upcoming technology artifacts into focus in order to raise the centers up to the overall high quality and innovative standard of Hilti. Within the project seminar, the students are engaged in exploring new and future oriented IT solutions to enhance productivity and customer excitement in Hilti Centers. These IT solutions should fulfill Hilti’s vision of customer interaction in sales. They are supported by efficient leading-edge technologies and transactional processes.

Organization

To ensure a correct alignment of the goals for this project, Hilti and ERCIS have bi-weekly virtual meetings. In order to provide a transparent overview of the current project status, the students meet on a weekly basis with their supervisors at the university.

Current development

After a kickoff meeting together with Hilti representatives, the students immediately started with literature and web research to develop a better understanding of the topic and to clarify the goals of the project. In weekly meetings the results were examined and further specified. To get a better understanding of Hilti’s specific retail processes, the students visited Münster’s Hilti Center. A handbook was defined as the first milestone, containing structured information about the developed ideas. All students are involved and contribute to its production by writing a seminar paper about an idea and its possible application in the Hilti environment.

Further milestones

The next milestone will be a mid-term presentation at the Hilti Headquarters (HQ) in Schaan, Liechtenstein. Therefore all participants travel to Liechtenstein and present the current developments to Hilti. Furthermore, a workshop will be held to agree on further project targets. Thereupon, the project team will focus on prototype implementations of specific ideas. In March 2013 the final presentation takes place again at Hilti HQ in Schaan, Liechtenstein.

Kitesurf Seminar

“Player Versus Nature”

In August 2012 the Kitesurf Seminar was held for the first time. The seminar took place at the Maritime Biology Observatory of the University of Münster, located in Careninensiel close to the North Sea.

It was organized by the chair of Information Systems and Supply Chain Management (Prof. Dr.-Ing. Bernd Hellingrath) and the IT Security Research Group (Prof. Dr.-Ing. Rainer Böhme). Dr. Benjamin Johnson of UC Berkeley’s Math Department was invited as a guest lecturer to present the fundamental aspects of Game Theory in a Block Lecture to the master and PhD students before they started working on their theses.

The main focus of the seminar was on applied Game Theory in the context of supply chain management and information security. During the seminar at the North Sea, master students presented their findings in game theoretic methods and their application to specific domains of research.

The studying activities in the evening were combined with kitesurf courses during the day, organized by the kitesurf school located only a few kilometers away from Careninensiel. Most of the student took the opportunity of making the 4-day kitesurf course followed by an examination, and got kitesurf licenses on the last day. Others enjoyed the good weather playing volleyball and basketball on the beach.

Experience so far

“So far the experience of this project seminar is outstanding. We have the possibility to work with an exciting company that shows deep passion regarding new information technologies. We apply up-to-date research and technology, while gaining a great insight into a large, world-wide acting company.”
From September 24th to September 26th the National Research University Higher School of Economics (NRU HSE) in Nizhny Novgorod held the 11th International Conference on Perspectives in Business Informatics Research (BIR 2012). Being an important scientific event in the domain of business informatics, this conference is annually organized in well-known European universities and attracts a considerable number of leading scientists and business experts for discussions of critical results and research perspectives in such realms as: Design of effective IT-infrastructure, Business Intelligence, Semantic Web and Knowledge Management or Business Systems Development. Participants from Austria, France, Germany, Latvia, Italy, the Netherlands, Russia, and Sweden took part in the conference sessions. Within the conference framework professor Robert Winter (St. Gallen University, Switzerland) and professor Yuriy Mikhin (Moscow) presented very interesting key note lectures about architecting the enterprise and hierarchically domain ontology correspondingly. The satellite conference workshops were organized with such topics as information logistics and knowledge supply, intelligent educational systems and e-learning or social-economic aspects of the IT-industry on the modern stage. Best conference papers were published in the Volume 128 of the International Journal on Networked Business (formerly known as the IT Conference) is an annual event hosted by the Kaunas University of Technology (KTU), and is one of the leading events of its kind in Lithuania. Since going international in 2008, the conference is organized by the Lithuanian ERCIS member – the KTU Department of Information Systems. 2012 saw the 18th iteration of ICIST. Thematically, the goal of ICIST has always been to bring together practitioners and researchers in the field of software, hardware, and information systems engineering aiming at further simplifying convergence between business, software, and system requirements as well as assimilation of new supporting technologies. At the same time, we strive to promote interdisciplinary approaches and multidisciplinary ways of thinking that could help achieve those aims. Although research takes the central stage, the need to bring theory and practice together calls for additional measures. Therefore, this year event was co-located for the third time with a full day long Industrial Tutorial on Software Development Practices by well-known practitioners. ICIST is a compact event – only 40 papers were accepted this year. Nevertheless, if you happen to have some interesting IS research results that you would like to share in the Eastern European context, Kaunas could be the place for you.

ICIST conference gaining momentum

The International Conference on Information and Software Technologies – ICIST (formerly known as the IT Conference) is an annual event hosted by the Kaunas University of Technology (KTU), and is one of the leading events of its kind in Lithuania. Since going international in 2008, the conference is organized by the Lithuanian ERCIS member – the KTU Department of Information Systems. 2012 saw the 18th iteration of ICIST. Thematically, the goal of ICIST has always been to bring together practitioners and researchers in the field of software, hardware, and information systems engineering aiming at further simplifying convergence between business, software, and system requirements as well as assimilation of new supporting technologies. At the same time, we strive to promote interdisciplinary approaches and multidisciplinary ways of thinking that could help achieve those aims. Although research takes the central stage, the need to bring theory and practice together calls for additional measures. Therefore, this year event was co-located for the third time with a full day long Industrial Tutorial on Software Development Practices by well-known practitioners. ICIST is a compact event – only 40 papers were accepted this year. Nevertheless, if you happen to have some interesting IS research results that you would like to share in the Eastern European context, Kaunas could be the place for you.
Between May 21st and 23rd 2012, BEM hosted the 17th AIM conference in Bordeaux where we celebrated the 20th anniversary of the French Information and Management Association. The main topic of this year’s AIM Symposium was: “Towards responsible and ethical business management: What contribution from information systems?” Since the advent of the economic and financial downturn, a large number of managerial practices have been severely criticized and questioned. Social and environmental responsibility means applying the principles of sustainable development to business management. It may however seem utopian to aspire to apply responsible principles in an environment which can sometimes be prone to fostering irresponsible behaviors, be they motivated by the continuous search for ever-improving performance at all costs or by the pursuit of more individual interests. Questions that were discussed during the conference were for instance: Can information systems really help in the drive to reshape responsibility and ethics in business management? What roles can they play in improving the inclusion of social and environmental issues in managerial practices?

AIM CONFERENCE IN BORDEAUX

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AIM CON...
ABOUT THE COMPANY
Maxess systemhaus gmbh is one of the leading suppliers of enterprise resource planning (ERP) systems for the retail trade. We work closely with our customers, striving for solutions which are perfectly suited to their individual requirements. Our industry and process expertise means that we are a reliable and committed partner, who approaches new challenges with the utmost flexibility. The comprehensive ERP system x-trade suite, together with the store solution x-trade store, warehouse management system x-trade wms and the data warehouse x-trade dw address the specific requirements of the retail trade and can be easily combined to create a perfect, entirely compatible solution. As a result, the Trovarit ERP satisfaction survey for years the Trovarit ERP satisfaction survey has rated maxess best in terms of "Satisfaction with the system" and "Satisfaction with the system partner." As an IBM Cloud specialty partner, maxess also provides its solutions as Cloud and leasing models. In addition, maxess has established itself as an elite partner for the business intelligence tool QlikView and has a wealth of experience in implementing and monitoring QlikView projects, combined with detailed knowledge of the structures and operational sequences in retail, logistics and industry. The business intelligence tool QlikView is the perfect tool for evaluating all the relevant company figures. It integrates the company’s various source systems (e.g., ERP, WMS, databases, Excel and text) and provides a comprehensive overview of the business processes which are critical to success and the company’s key performance indicators. As a sales and project partner for IMAGOTAG in Germany, maxess also offers leading-edge electronic shelf labeling (ESL) technology. The new and innovative comprehensive solutions for electronic labeling are based on the brilliant electronic paper technology and offer rapid data transfer, sustainability and flexibility due to their full graphic display. Furthermore, our product portfolio includes innovative Linea-Pro mobile solutions for the iPhone, iPad and iPod. With the help of Linea-Pro scanning attachments, Apple devices can be converted into a mobile handheld and open up new application possibilities, for example, in the traditional store environment, as a ticketing center, in the area of supply services or as support for sales representatives, service technicians and field representatives. The Linea attaches comprise both a barcode scanner and a magnetic card reading device, as well as a pin entry field (on request).

TOPICS OF INTEREST
- Interest in European (sales) partnerships
- Development of new approaches to tackling retail-specific questions and problem areas bearing in mind the Cloud approach
- Integration of the iPod, iPhone and iPad in operating procedures
- ePaper integration options (e.g. ESL)

JOB OPPORTUNITIES
- For students: Diploma/bachelor theses in the fields of IT, software development and marketing
- For graduates: Consultants, software developers, project managers and sales representatives

COLLABORATION WITH ECWT
Since June 2011 ERCIS is a member of the European Centre for Women and Technology (ECWT), which is a network of public actors, private organizations, academia, and NGOs, who share the common vision that ECWT can measurably and significantly increase the participation of women in the knowledge-based economy in Europe. The ultimate goal with the launch of the centre was to secure European leadership in the global agenda for women in technology. ERCIS takes part in the creation of a joint project proposal initiated by ECWT under the COST (European Cooperation in Science and Technology) framework with ICT as a preferred domain called "European Network on the added value of gender in research and innovation in ICT" (GemiCOSIS). The proposal is now in the 3rd round of revision and, in case of final approval, will enable high-level networking of interdisciplinary teams of leading researchers from universities and companies. The actions proposed will act as an open framework for organizations interested in developing new IT systems by taking into account gender perspectives. The aim of the GemiCOSIS is to strengthen networking and knowledge exchange between universities, industry, and local government in order to develop excellence on the added value of gender in research and innovation for IT system design.

Another project proposal in the Gender & IS field (within European Union FP7 Science in Society call) was triggered by ERCIS headquarters in Münster and is currently under development together with the ECWT, the ERCIS partners, and experts in Gender & IS field.

The goal stated in the project call is to identify and put into practice the best systemic organisational approaches to increase the participation and career advancement of women researchers, improve working conditions of women and men, as well as the integration of gender in curricula and research content at target research institutions.

Our vision for this project is to build and enhance the gender equity capacity at ERCIS and ECWT partner research institutions. The main objectives include conducting a rigorous and systematic analysis of gender equality at each institution, followed by the development and implementation of the corresponding Gender Equality Plans with further evaluation of the results and continuous improvement.

If you would like to participate in this project and in general collaborate with us within Gender & IS research, feel free to contact us! Learn more about ECWT at: www.womenandtechnology.eu
Further Advisory Board Members

Christ
Jeweler and watch maker since 1863.
The Christ jewelry stores lead the market in Germany in the mid – to upper price range of the jewelry and watches segment.

IQ-optimize
IQ-optimize Software AG is an innovative Software-Technology supplier. With over 60 motivated employees, IQ-optimized develops, implements, and supervises software solutions for Business Process Management (BPM) and Workflow-Automation. Those solutions embrace all administrative and commercial domains of a company. The core competence of IQ-optimize is the development and maintenance of web-based Workflow-Solutions and the integration of Software-Applications (BAA) for the improvement of business processes.

SAP
As the world’s leading provider of business software*, SAP delivers products and services that help to accelerate business innovation for our customers. SAP believes that doing so will unleash growth and create significant new value for customers, SAP and, ultimately, entire industries as well as the economy at large. Today, customers in more than 120 countries run SAP applications, from individual solutions addressing the needs of small businesses and midsize companies to suite offerings for global organizations. Founded in 1972, SAP has a rich history of innovation and growth as a true industry leader. SAP currently has sales and development locations in more than 50 countries worldwide and is listed on several exchanges, including the Frankfurt Stock Exchange and NYSE under the symbol “SAP”.

State North Rhine-Westphalia
North Rhine-Westphalia is the state “deep in the West” of Germany. It is located in the region between Selbitz in the West and Hüster in the East, Hellenthal in the South and Rahden in the North, and is home to some 18 million people who live on a surface area of over 34,000 square kilometers. This not only makes North Rhine-Westphalia the most populous of the 16 German states, it also means that more people live in this state than, for instance, in the Netherlands, Belgium, Austria or Switzerland. Nearly half of North Rhine-Westphalia’s land area is used for agriculture, forests cover one quarter of the state’s surface. Altogether, North Rhine-Westphalia has 14 nature parks, some of which it shares with other states, and one national park, the Eifel. There are 29 cities with more than 100,000 residents. The largest city in North Rhine-Westphalia is Cologne with a population of about one million while Düsseldorf is the state capital of North Rhine-Westphalia.

University of Münster
The research profile of the WWU Münster is marked by a considerable number of research focal points of proven excellence: in the humanities (including the Theological Foci), law, business administration, natural sciences, mathematics and medicine. For example the Leibniz Prize, also known as the “German Nobel Prize”, has been awarded to WWU Münster no fewer than four times since 2003. The award-winners are Prof. Hubert Wolf (theology), Prof. Barbara Stollberg-Rilinger (history), Prof. Klaus Mezger (geochemistry) and Prof. Wolfgang Lück (mathematics). The WWU increasingly offers modular courses of study leading to bachelor and master degrees. This not only makes international exchanges easier, but also ensures high-quality teaching which can compete with the world’s best. The German Science Council (Wissenschaftsrat) also emphasizes the quality of teaching at the WWU Münster.
OUTLOOK FOR 2013

FEBRUARY 2013
- 11th International Conference on Wirtschaftsinformatik (WI 2013), Leipzig, Germany
- Erwin Folmer from Twente will be guest researcher at the ERCIS headquarters in Münster

MARCH 2013
- International Conference on Organizational Science Development
  March 20–22, 2013, Portoro, Slovenia, www.fov.uni-mb.si/conference

MAY 2013
- ERCIS Annual Workshop in Turku, Finland
- Summer School on Operational Research and Applications

JUNE 2013
- 21st European Conference on Information Systems (ECIS 2013)
  Utrecht, Netherlands
- 2013 Gmunden Retreat on NeuroIS, Gmunden, Austria
- 26th Bled eConference eInnovation: Challenges and Impacts on Individuals

AUGUST 2013
- CEC 2013 The 15th International Conference on Electronic Commerce
  August 13–15, 2013, Turku

SEPTEMBER 2013
- 19th International Conference of Information and Software Technologies and
  the accompanying Industrial Tutorials in Kaunas

OCTOBER 2013
- 16th International multiconference Education in Information Society
  October 2013, Ljubljana, Slovenia, www.avid.fov.uni-mb.si

DECEMBER 2013
- 2013 International Conference on Information Systems (ICIS 2013), Milan, Italy

ERCIS TEAM

For everything that concerns the ERCIS network simply write an email to team@ercis.org. You will for sure get an answer from one of our team members.

The team consists of Dr. Armin Stein, who is the managing director of the ERCIS network, as well as the three PhD students Katrin Bergener, Sara Hofmann and Marcel Heddier, who work part-time for the network during their PhD studies. Besides answering emails, the team helps organizing events, maintains the website, organizes the network communications, and supports project applications. If you are interested in the network, get in touch with them!