All ERCIS research partners are experts in a wide variety of disciplines related to IS. Research conducted by ERCIS ranges from fundamental research to application-oriented research. Besides individual research activities of ERCIS members, the network brings together and supports selected research aspects of IS in Competence Centres aimed at strengthening research in specific areas. The Advisory Board members come from various industry sectors, which guarantees that the research conducted at ERCIS is relevant for practice. Regular meetings of the Board of Directors with the Advisory Board members, as well as annual workshops of ERCIS’ associated research institutions, ensure continuous, direct and productive exchange of knowledge.

Finally, students and young researchers also benefit from collaboration at ERCIS, as many ERCIS research partners offer exchange programs that last one or two semesters, which gives students an opportunity to acquire international experience.

If you are interested in connecting with the Network, please feel free to contact us! For further information please visit www.ercis.org.

In 2014, we once again encountered a year with wonderful experiences in the ERCIS network that I would like to share with you in our ERCIS Annual Report. A lot has happened during the last 12 months – be it joint teaching, projects, research, Advisory Board meetings, new network members, or our great annual meeting. But read for yourself!

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Prior to the ERCIS Annual Workshop, we organised our second ERCIS Doctoral Consortium in Rome. Eleven PhD students from various countries presented and discussed their research topics with Postdocs, senior researchers, and other PhD students from the network. After long and hard hours of work, the wonderful atmosphere of Roman nights surely contributed to the positive feedback that we received. The event was such a success that we will organise it regularly from now on.

In addition to the PhD seminar, we organised several courses for graduate and undergraduate students. During last year’s ERCIS virtual seminar, the students successfully participated in the Hult IT Innovation Competition. Currently, we are offering the ERCIS seminar for the fourth time in a row. Students from 11 nationalities evaluate how IS can contribute to the grand challenges facing humanity. In addition, the well-established BPM Winter School took place in Liechtenstein at the beginning of 2014, and preparations for a 2015 event are already going at full speed.

In 2014, we again met our Advisory Board members at the headquarters in Münster in order to discuss current topics such as technology stress and the use of social software in companies from both a research and a practical point of view. I am very happy that we could welcome new Advisory Board members and interested guests.

A personal highlight for me was a trip to Luleå, Sweden, in the beginning of this year, when the Luleå University of Technology, which is Scandinavia’s northernmost university of technology, joined the ERCIS network. We were very impressed, by the hospitality of our new member as well as by the weather that we experienced there: Can you imagine that they build a complete street on frozen water?

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5th Annual ERCIS Workshop in Rome

Following Vaduz (Liechtenstein) in 2010, Bordeaux (France) in 2011, Kaunas (Lithuania) in 2012, and Turku (Finland) in 2013, this year’s ERCIS Annual Workshop took place in the ancient city of Rome (Italy). Paolo Spagnolletti, our ERCIS partner of the LUISS Guido Carli Business School, kindly hosted the Workshop together with Alessio Maria Braccini. In contrast to the previous ones, this Workshop started quite late in the year, September 10–12. In this way, we made the best use of the late Italian summer.

Following the traditional structure, the Workshop started with a welcome reception at Casina dei Pini for those who had already arrived Wednesday evening. With participants from Finland, France, Germany, Italy, Liechtenstein, Lithuania, the Netherlands, Norway, Portugal, Russia, Slovenia, Sweden, and Ukraine, more than half of the partner institutions were present. If you wonder why both Portugal and Ukraine were mentioned above: Following our rules regarding the incorporation of new partners, Isabel Ramos from the University of Minho and Iryna Zolotaryova from the Kharkiv National University of Economics presented their institutions to become probationary members for the coming year. We are happy to welcome them as such and hope that we will have an opportunity to invite them as full members soon.

As its main topic, the Workshop dealt with the Future of Information Systems Education in Europe on Thursday and Friday. Paolo introduced the much-debated problem of “digital skills shortage” in traditional and emerging professions to stimulate a discussion on the potential role of the ERCIS network in driving the design and implementation of innovative Information System curricula. He presented the case of Italy's Association for Information Systems Special Interest Group (ItAIS SIG), which contributes to such debate in Italy. The guiding question for this session was, can or should skills and capabilities as defined by, e.g., the European Commission, influence the Information System’s curriculum, and if so, how?

With this in mind, the network could exploit the ERCIS potential by comparing job markets or educational systems throughout Europe.

Many ERCIS representatives have expressed interest in this topic by recognising the importance of assessing the diversity of job markets and educational systems. By collecting this information, an EU framework for IS education could be suggested. In the medium run, a joint project (e.g., ERASMUS+) could provide the resources for achieving these objectives.

Martin Dugas, presenting the case of Open Meta Data, motivated the second session. Starting with the difficulties inherent in Medical Meta Data (security issues, no standardisation, extremely complicated data exchange between different systems), and the problems with electronic health records and research documentation in general, he proposes semantic annotations to tackle the global interoperability crisis. For this, two steps are necessary: 1) Open Meta Data (transparency of Medical Data Models, free access to Medical Data Models), and 2) Consolidation of Medical Data Models (discussion and consensus, sharing best practice, semantic annotation). As a first approach, Martin presented a prototype.

Andrea Puchiar and Mirjana Klijajic Boritnar concluded the content part of the Workshop by introducing the roots of the way the topic Internet of Things is being taught at the University of Maribor.

The workshop closed with a short trip to the city centre of Rome, leaving the weekend for the participants to explore the rest of the city.

SAVE THE DATE: The next Annual Workshop will take place in Minho (Portugal), August 24th–26th 2015.
2nd EDITION OF BPM HANDBOOK
The Best-Seller on Business Process Management, edited by Jan vom Brocke and Michael Rosemann has just been published in a second edition. With over 5,000 books sold and 60,000 single chapters downloaded the BPM handbook ranges among the top 25% most downloaded eBooks in the Springer eBook Collection. In the second edition, chapters have undergone substantive revisions, and new chapters have been added by world leading authors. A Portuguese Version has been published in 2013, and further translations are underway. For more information see www.bpm-handbook.com.

ECIS 2015 IN MÜNSTER
The ERCIS headquarters in Münster is busy preparing everything for the upcoming ECIS 2015 in Münster. From the 26th till the 29th of May, Münster will be the European capital of the Information Systems Research Community. Many ERCIS partners are involved in the organisation in many different roles, and with 32 tracks to choose from, everyone should find an outlet for his or her research. With nice locations for the academic as well as the social program we all look forward to a great international IS conference!

www.ecis2015.eu

RISE_BPM
“Propelling Business Process Management by Research and Innovation Staff Exchange” (RISE_BPM) is the first favourably evaluated project proposal submitted by the University of Münster in cooperation with ERCIS partners within the Horizon 2020 EU funding programme. The RISE_BPM project is aimed at networking world-leading research institutions and corporate innovators to develop new horizons for Business Process Management (BPM). The project consortium, besides the University of Münster as the project coordinator, includes partners from Australia, South Korea, Brazil, Austria, Spain, the Netherlands, and Liechtenstein. RISE_BPM was set up to ensure the sustainability and further extension of the collaboration ties established during the Networked Service Systems Research Community. Many ERCIS partners are involved in the organisation in many different roles, and with 32 tracks to choose from, everyone should find an outlet for his or her research. With nice locations for the academic as well as the social program we all look forward to a great international IS conference!

NEXT GENERATION OF ERCIS RESEARCHERS
We try to promote young and talented researchers. Thus, we are happy to welcome Elisa Braccini (from Rome) and Carla Knackstedt (from Hildesheim) as our youngest members in the network. It looks as though they both like ERCIS!

PRACTICE-ORIENTED TEACHING WITH OUR ADVISORY BOARD MEMBERS
At the headquarters in Münster, students have to pass a so-called project seminar during their bachelor’s and during their master’s studies. For these seminars, the students have to work on a real-life project in teams of up to twelve people for one full semester. Their task is to understand a given problem, identify solutions, and implement them as prototypes. This year, several project seminar teams work on tasks given to them by our Advisory Board members. One team are working with zeb, developing an employee evaluation scheme. Another team is working with saracus on a data warehouse solution, and a third project seminar is working with Räckers on the selection of online shop systems.

BEST OF MOBILE AWARD 2014
The students project seminar team “Mobile Learning”, supervised by the Research Group of Communication and Collaboration Management won the "Best of Mobile Award 2014" with their m-learning application "M-Days" in Frankfurt. The mobile app offers students the opportunity to ask questions during class among the students visiting the same lecture. Moreover the app provides a "panic button", the students can hit when they lost the thread.

PHOTO: shutterstock.com

PHOTO: Philip Lange

PHOTO: Humboldt Foundation

PHOTO: Räckers Consulting
Research topics

Our research area ranges from traditional fields of industrial marketing, like analysis of organisational buying centre behaviour, via methodological research on applying multivariate analysis within scenario-building processes, to research on customer preferences concerning system architecture of sharing economy models. In addition to several journal publications, the results of this applied research have, inter alia, been documented in the following five definitive textbooks: “Industriegermanikterm”, “Strategisches Marketing”, “Multivariate Analysemethoden”, “Fortgeschrittene Multivariate Analysemetho- den”, and “Vermarktung hybrider Leistungs- bundel”. The high quality of diverse publications from the IAS has been highlighted by several awards, including the prestigious Georg-Berger-Preis 2008 and the Transferpreis 2010 from the University of Münster as well as a best paper award from the World Congress of Accountants 2014.

Current research projects

Current research at the IAS mainly consists of institutionally funded projects. In this way, the IAS collaborates closely with industrial companies and practice-oriented associations to generate knowledge with a direct impact for the industry.

Since 2012, the IAS has been part of the leading edge cluster “IT’s OWL”. In collaboration with industrial companies, the IAS continuously expands its expertise in multivariate methodology by developing a statistical method that is able to test the acceptance of complex technological innovations. The statistical method developed by the IAS is based on multiple Conjoint Analyses. In these Conjoint Analyses, the stimuli presentation is conducted within a virtual reality. Due to the advanced stimuli presentation, the potential customers surveyed exhibit an improved understanding of complex innovations, leading to better results than with conventional verbal stimuli presentation.

In 2014, the IAS has been working on a cooperative research project together with the Chair for Information Systems and Information Management in Münster, the Chair of Human Resource Management at the University of Duisburg-Essen, and supporting companies, which added valuable insights from their core activities (Stadt- werke Münster, TÜV Süd). The core focus of the project is to support the diffusion process of electric mobility by providing a solution for making private charging points available to the public. The basic idea originates in the sharing economy, and opens new possibilities for private people to share their charging points and to gain extra money by doing so, since they get paid for providing their charging points.

In another project, the IAS and the University Hospital Münster as well as the Medical Faculty of the University of Münster are conducting a scenario analysis for anticipating alternative developments in the German health sector up to the year 2025. From the researchers’ perspective, common scenario analysis techniques are applied and developed further within this project. We use our expertise in multivariate methodology to provide a substantial contribution to the goals of the project and to research in the field of scenario techniques.

Publications

Monographs

Dissertations
Bröker, O.: Full Service Contracts for industrial services – Qualitativ und quantitativ-empirische Analysen zur praxisnahen Beurteilung des Geschäftsmodells
Lügger, K.: Strategische und operative Vertriebsentscheidungen im Industriegütermarketing – ausgewählte konzeptionelle und empirische Befunde
Nikula, A.: Wahrgenommene Markenglobalität: Eine experimentelle Analyse isolierter und kontextgebundener Wirkungen

Contributions to Anthologies

Articles in International Journals


E-Government topics can be addressed in terms of content, as well as from technical and conceptual perspectives.

Service Science research addresses such aspect as servitisation – the integration of industrial machinery with customised service offerings without selling physical goods. Our research is focussed on understanding and facilitating the creation of value in service systems, which involves interactions between service providers and service customers. The goals of the Service Science team at the Chair group are to develop a sound theory of service phenomena and to design innovative IT artifacts supporting the competitive edge of the service economy.

Cooperation Experience: Today, successful innovations in business models increasingly take place in the form of product service systems (PSS) networks that combine the skills and performance contributions of different partners of the value chain or new and innovative customer solutions. The project’s main goal lies in the search for an innovative conception method that supports the demand-driven coordination of product and service providers within a product service system network. This method will be characterised by its capacity to visualise the planning of back-office integration in PSS networks and by its suitability for allowing the most direct experience of the network as part of a software-based test environment. Application domains are the planning and operating of facilities and mechanical engineering. Overall, the development efforts resort to the basics of modelling in the Information Systems discipline and the approaches of model driven development and configurative reference modelling.

For further information please visit: http://www.cooperation-experience.de

SELECTED AWARDS
Friedrich Chasin, PhD candidate in the Chair group of Jörg Becker, won the Green Hackathon 2014 in Stockholm. http://fch.as.greenhackathon.com/


SELECTED PUBLICATIONS
Please see https://www.uni-muenster.de/department/groups/isk/publications for a complete list of publications.

E-government End-of-Life Solutions for e-car-Batteries – Development of Product-Service-Systems and Information Systems for Decision Support (EOL-IS): An immature battery technology appears to be the crucial obstacle impeding a quick diffusion of electric mobility in Germany. One core factor is the high initial cost of electric car batteries, which make electric vehicles about three times as expensive as vehicles propelled with a compression ignition (CI) engine. To improve the total cost of ownership (TCO) of a battery and an electric vehicle, depleted batteries could be reused after their first life-cycle. The EOL-IS project’s goal is the development of services for the phase after the batteries’ EOL. A further objective is to find the best Second-Life concept for each battery as well as to conduct the application concept with accurately fitting hybrid bundles of services (Hb).


"University of Münster - Chair for Information Systems and Information Management"
In a world where computer networks form a vital backbone of wealth and growth, a sound understanding of the principles of security and privacy is no longer the sole domain of spies and specialists. Instead, knowledge of information security belongs to the set of indispensable skills for every businessperson and citizen – just as in the offline world everyone knows how to operate door locks, or not to issue blank checks. The IT Security Research Group in the Department of Information Systems is known for its interdisciplinary approach to solving a range of research questions in information security and privacy. Members of the group are particularly interested in the economics of information security and privacy, multimedia security, cybercrime, digital forensics, privacy-enhancing technologies, and usable security. Rainer Böhme, Assistant Professor at WWU Münster since September 2010, heads the group.

Two new research projects started in spring 2014. VeriMetrix, funded by the German BMBF, looks at new ways of establishing privacy metrics in cloud environments. The project envisions a world where cloud providers compete on price and quality, including privacy standards, and potential customers can make informed decisions based on the metric developed by the project team. E-CRIME, a European project funded in the 7th Framework Program, analyses the economic impacts of cybercrime on non-ICT sectors. Researchers at WWU Münster closely collaborate with TU Delft to collect data and calibrate economic models that may explain consumer as well as industry behaviour. A third project on virtual currencies is about to start towards the very end of the year.

Rainer Böhme also served as general chair of the International Conference on IT Security Incident Management & IT Forensics (IMF) 2014. The conference invited experts from industry, academia, law enforcement, and other government bodies to Münster for the first time to discuss new directions in IT security and forensic research and development. The conference was held on May 12-14, 2014 under the auspices of the German Informatics Society (GI e.V.) and in cooperation with the European Network and Information Security Agency (ENISA).

Dr. Matthias Kirchner joined the faculty of the State University of New York at Binghamton, USA, in fall 2014. He took up a position as tenure-track Assistant Professor in the Electrical and Computer Engineering (ECE) Department. As a distinguished expert in multimedia security, he further strengthens the leading institution in this field of research. Congratulations, Matthias!

Stefan Korff, a 2014 graduate of the University of Münster’s MScIS program and Research Assistant in the security group, addressed an international audience of almost 300 researchers at the Symposium On Usable Privacy and Security (SOUPS), hosted by Facebook Inc. in Menlo Park, California. Stefan reported new findings on how to design user interfaces for privacy settings. The results of his human subjects experiment carried out in Münster connect two previously unrelated research fields: choice proliferation in consumer psychology and the behavioural aspects of privacy.
The integration of clinical and molecular data, especially the analysis of next-generation sequencing (NGS) in cancer research, is a well-established focus of the institute, with national and international cooperation for many years. The rapid increase in data volumes of high-throughput sequencing in molecular medicine poses constant challenges from an informatics point of view. Whereas a gene expression chip provided 10,000 data points per patient a few years ago, this number has increased to multiple million sequence-reads per patient with modern techniques today.

A major proportion of the data needed for clinical studies is also relevant for routine patient care. Currently, the documentation for studies and patient care are managed in separate systems, which results in redundant data input. Hence, design and efficient implementation of interoperable information systems in healthcare is a key research topic. Specific research topics are data models with semantic annotations and methods for metadata management. Application fields are electronic health record (EHR) and electronic data capture (EDC) systems.

Recently a European project with Prof. Joop Jansen of the Nijmegen Centre for Molecular Life Sciences (NCMLS) was started to analyse mutations in Myelodysplastic Syndrome (MDS). Working with project partners from the Netherlands, France and Austria, approximately 1,000 cases will be analysed with Next-Generation Sequencing (NGS) technology. About one third of MDS patients develop leukemia – the objective of the project is to improve diagnostics and therapy using biomarkers from NGS.

**Biomedical Informatics**

A project for improved diagnostics of tumour diseases with new DNA sequencing methods and algorithms (funded by the German Cancer Aid foundation) was started. It is a collaborative project with Prof. Carsten Müller-Tidow. Both genomic and epigenomic data will be analysed.

**EMI** focuses on informatics for personalised medicine. The relevance of informatics within all fields of medicine is constantly rising.

**IMI** was founded in 1973 and belongs to the Medical Faculty since 2009. It contains more than 5,300 forms and 175,000 data elements with semantic codes. IMI is coordinating the pilots for the European project Electronic Health Records for Clinical Research (http://www.ethrec.eu).

**EHR4CR** is a large-scale initiative with 10 major pharmaceutical companies and 11 universities in 5 countries. The IMI project Mobile Patient Questionnaires (http://mapat.uni-muenster.de) integrates EHR and patient reported outcomes.

**APPLICATION TOPICS**

**Clinical translation**

- MDS
- NGS
- Biomarkers
- Personalised medicine
- Next-generation sequencing
- Clinical trial feasibility platform across Europe

- Mobile documentation

- Biomedical informatics

- Personalised medicine

**RESEARCH TOPICS**

- Health informatics
- Electronic health records
- Electronic data capture

**PUBLICATIONS**


Varghes, J, Dugas, M: Most Frequent Medical Concepts in Clinical Trial Eligibility Criteria and their Coverage in MeSH and SNOMED-CT. Methods of Information in Medicine, PrePrint Online 2014:10-27. http://dx.doi.org/10.3414/ME14-01-0046


**KEY FACTS**

- Founded in 1973
- Institute of the Medical Faculty
- Health informatics
- Electronic medical records
- Electronic data capture
- Mobile documentation
- Biomedical informatics
- Personalised medicine
- Next-generation sequencing
- Clinical translation

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**UNIVERSITY OF MÜNSTER – INSTITUTE OF MEDICAL INFORMATICS**

**ABOUT THE INSTITUTION**

The Institute of Medical Informatics (IMI) is dedicated to research and teaching for the full range of informatics applications in medicine. It was founded in 1973 and belongs to the Medical Faculty. Since 2009 it has been headed by Martin Dugas. It provides lectures, seminars and courses in small groups regarding Medical Informatics for medical as well as informatics students. The institute has a long tradition regarding research on information systems in health-care. The Systematized Nomenclature of Human and Veterinary Medicine (SNOMED), which is now used world-wide in medical information systems, was initiated in Münster more than 30 years ago. Nowadays, the future of information systems in healthcare, specifically for electronic health records (EHRs), is a key research focus. Personalised medicine is built upon clinical and molecular data. Therefore data mining and pattern recognition techniques for genomic data, in particular derived from next-generation sequencing of cancer tissue, is an important research focus.

**RESEARCH TOPICS**

IMI focuses on informatics for personalised medicine. The relevance of informatics within all fields of medicine is constantly rising. There is a wide scope of applications, ranging from molecular biology through clinical medicine to public health.
Decentralised Supply Chain Planning: The comparison to established methods. Heuristics in SCP, develops these methods. Research assesses the applicability of meta-plans in suitable timeframes. Therefore, our substantially increases, often rendering established by the growing number of international activities. In this context, research is fostered by a culture of internationalisation, exemplified by the growing number of international research partners and projects.

Research Projects
The Chair group’s research is organised in a variety of research projects, closely aligned with its research topics.

Within the European Commission-funded demonstration project “Driving Innovation in Crisis Management for European Resilience” (DRIVER), the Chair group contributes through the reference project model and a performance measurement for humanitarian logistics to the sub-project focusing on professional response in crisis management.

Together with Prof. Dr. Stefan Klein, the Chair group is part of the Marie Curie Initial Training Network dedicated to the international Graduate School “Networks, Information, Technology and Innovation Management” (NITIM). The Chair group supervises two PhD projects focusing on in the domain of humanitarian logistics (EC FP7, http://www.nitim.org).

InPoste (Integrated Postal Security) is a joint Franco-German project that aims at strengthening security in postal SCs. The project’s results will be demonstrated in April 2015 (BMBF; Deutsche Post, La Poste, University of Bordeaux, WWU Faculty of Law). In addition, the Chair group is actively collaborating in four joint Brazilian-German projects.

Within MetaSCP (Application and Extension of Meta-Heuristics for Supply Chain Planning), innovative optimisation algorithms for complex planning tasks in the context of SCM are evaluated and improved (DAAD PROBRAIN, 2012–2014; UPE Penambucu, Brazil).

CI Global SC Epidemics, also set in the context of meta-heuristics research, aims to apply computational intelligence algorithms to enhance today’s capabilities for solving supply chain planning tasks and predicting the spread of epidemic diseases (BBMf 2013–2016; UPE Penambucu).

Maturex (Development of a Maturity Measurement Framework for Supply Chain Flexibility) targets the development of a maturity measurement framework for SCF (DAAD PROBRAIN 2013–2014; USFSC Carao Carlos, PUC Rio de Janeiro).

GMS2C (Integrating Intelligent Maintenance Systems and Spare Parts Supply Chains) is related to the Chair group’s research on spare parts management incorporating condition monitoring information (DGfI 2012–2016; USFSC Fortaleza, UFRRGS Porto Alegre, FURG Rio Grande).

Events
BVL’s International “Day of Logistics”: On 10th April, the Chair group will contribute to the Germany-wide event series with a dedicated program on humanitarian logistics. Besides the organisation of a field exercise in cooperation with the University of Tilburg and a lecture in the historical Town Hall, Prof. Hellingrath moderated a panel discussion with representatives from the Commissioner for Human Rights Policy of the German Federal Foreign Office, the German Red Cross, Humedica e. V. and the German Technical Relief Agency.

Also mirroring the interest in humanitarian logistics, together with Prof. Mark Haselkorn and Robin Mays from the University of Washington the Chair co-organised the track “Practitioner Cases and Practitioner-Centered Research” at the 12th International Conference on Information Systems for Crisis Response and Management at Penn State University, USA.

INDIN 2014: Prof. Hellingrath and Prof. Pereira (UFRRGS Porto Alegre) jointly chaired the “Special Session on Advances in Spare Parts Management” at the 12th IEEE International Conference on Industrial Informatics in Porto Alegre, Brazil. The session covered recent improvements in spare parts supply chain planning.

Publications


Dissertations
The media-about-him-given-name has become recognised as a specialist in LAPSI, TIMBUS, and MonIKA, Prof. Hoeren-emphasised-when-he-joined-the-ITM international projects such as CONSENT, the director of the ITM since 1997. Due to his-research-at-the-University-of-Münster and has been-there-for-thirty-years Thomas Hoeren is a professor of civil law for North Rhine-Westphalia. Dr. Hoeren-emphasised-the-importance-of-interdisciplinary-work since-a-proper-understanding-of-technological-or-economic-backgrounds is-a-prerequisite-for-successful-regulation. Many activities are carried out in close co-operation 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. Due to international projects such as CONSENT, LAPSI, TIMBUS, and MonIKA, Prof. Hoeren has become recognised as a specialist in information law throughout Europe.

### RESEARCH TOPICS

Our research focuses on Information Law, Telecommunication Law and Media Law as well as related areas such as Antitrust and Consumer Protection Law. Since Information, Telecommunication and Media Law is characterised as a cross-sectional matter, it cannot be fully covered by any of the traditional legal disciplines by itself. The ITM, therefore, strives for interdisciplinary research and teaching activities.

### CURRENT RESEARCH PROJECTS

Currently, the ITM is involved in several EU-funded and national projects.

- **TIMBUS** (Digital Preservation for Timeless 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 and 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 to the area of holistic and ongoing business processes. TIMBUS will explore data filtering and data storage formats 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: Legalities of Business Continuity 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.

- **CONSENT** (Consumer Sentiment Regarding Privacy on User Generated Content Services in the Digital Economy) is an interdisciplinary research project at 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.

- **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-related anomalies in networks and IT-infrastructures will be developed and established, complying with general legal conditions and Data Protection Law in particular.

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

- 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.

- Moreover, the ITM is part of the German Research Network (Deutsches Forschungsnetz/FRN) that supports communication and exchange of information between representatives of science, research, education and culture in national and international networks. Increasingly, our DFN-members are being faced with issues regarding legal questions of liability, telecommunications and data protection. Therefore, the ITM acts as a legal consultant in terms of information and communication services.

### DISSERTATIONS

- Martin Hechelben (2014): Urheberrechtliche Bewertung vorübergehender Reproduktionen im digitalen Kontext
- Tobias Born (2014): Die Datenschutzaufsicht und ihre Verwaltungstätigkeit im nicht-öffentlichen Bereich
- Christoph Buchmüller (2014): Das nichteingegetragene Gemeinschaftsgeschmacksmuster
- Manuela Gürler-Bayer (2014): Der behördliche Datenschutzbeauftragte
- Claudia Kedde (2014): Der Streitgegenstand bei Marken

### CONTACT DETAILS

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**KEY FACTS**

**INSTITUTION**
- Founded in 1997
- 22 researchers
- 3 additional education programmes

**RESEARCH TOPICS**
- Information law
- Telecommunication law
- Media law
- Informatics in the legal profession

**DEPARTMENT**
- Information, Telecommunication and Media Law (ITM) – Civil Law Department
Our research explores the impact of information and communication infrastructures in an organisational context. We are interested in the development of the digital organisation: how do organisations and leaders respond to the challenges and opportunities of an informed society and economy. In particular, we study new modes of organising, coordination and collaboration from the micro level of work practices, to the meso level of group practices and the macro level of infrastructure development.

We aim to understand the dynamics of transformation in a historical, societal, regulatory, and economic context. Our work is theoretically and empirically grounded, and we employ multiple methods and research approaches with an emphasis on qualitative, interpretative approaches.

It is our research philosophy that the implications of innovative ICT become visible and understandable in the context of communities of practices. In order to study practices in situ, we advocate a living laboratory and learning community approach which emphasises research and experimentation in complex real world settings addressing business or societal innovation. Typically, multiple stakeholders and researchers from different disciplinary backgrounds are involved.

RESEARCH TOPICS

We pursue this agenda through three interrelated fields of research:

1. The Communication and Collaboration Management group studies the impact of ICT infrastructures – specifically real-time collaboration (RTC) or social software – on new ways of organising and work from the individual up to the network level. The emphasis is first on detailed multi method workplace studies in order to gain deep insights into work practices. Secondly we are looking at organisational “pace” as an indicator of occupational strain. And thirdly we are developing suggestions for organisational development and transformation.

A key theme of our research is the ambivalent outcomes of technology: at the organisational level we observe increasing scope for the design of collaborative and virtual work with performance gains next to increasing multi-tasking, fragmentation of tasks and time pressure with detrimental effects for the organisation. At an individual level, the convenience of technological tools is appreciated by employees (up to the point of addictive behaviour), yet at the same time, the downsides express themselves in terms of increased strain and stress as a result of creeping organisational and behavioural changes (always on).

2. 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 technologies in support of the information age organisation. The research group’s current research is on:

- IT strategies and their implementation via IT programmers.
- Organisational IT value, i.e. the organisational benefits of IT investments.
- IT sourcing and the governance of outsourcing relationships.
- IT operations management with a focus on the feasibility and viability of the IT service management paradigm.

The research group’s aim is to provide guidance to senior executives by offering recommendations that are both theoretically well founded and carefully validated in industry practice.

3. The Interorganisational Systems group studies the evolution of information infrastructures, such as electronic markets or electronic platforms for the exchange of logistics or health care information, over long periods of time. We take a particular interest in the development and transformation of interorganisational information infrastructures and related theoretical and methodological questions. Specifically, we study:

- how to facilitate collective action in heterogeneous actor constellations or coalitions, as the development of infrastructures involves commitment and coordination of diverse actors.
- how standards, which may affect strategic interests, can be developed and widely diffused.
- how industry structures, specifically structures of intermediation, are transformed alongside the proliferation of ICT.

CURRENT RESEARCH PROJECTS

Interorganisational Information Infrastructures – Structures, Practices and Development Patterns, funded by the German Science Foundation (DFG)

Interorganisational information infrastructures have become the backbone of modern societies. Yet we know little about their role, impact and development across different segments of society. The project studies several initiatives for information infrastructure development in healthcare, which are not only practically relevant but also pose numerous theoretical challenges. Health care is highly regulated, with heterogeneous constellations of individual and collective actors, and interlinked developments at micro, meso and macro levels.

We have reconstructed the development of electronic prescription and automatic drug dispensing in Germany and compare and contrast the findings with similar initiatives in other European countries. The research design of this exploratory project covers the extension of methods such as ethnographic accounts and participatory observation (practice probes) as well as learning communities. Our main theoretical foundations are infrastructure and practice theory. Principal investigator: Dr. S. Schellhammer

A Cross-Country Analysis of Online Search Behavior

Online search is a crucial stage in the consumer journey and has a significant influence on buyer behaviour. The project, which is jointly conducted with Prof. Christopher Holland, Manchester Business School, conducts international, cross-sector study into consumer search behaviour using online panel data. Initial results indicate different patterns of usage of price comparison engines between online market segments, and relatively small online consideration sets. The project is supported by the Fonds National de la Recherche, Luxembourg (17426ES). Principal investigator: J. Jacobs

Social Media as Knowledge Source for Small and Medium Tourism Enterprises (SMTE)

Social media have been recognised as a source of information, user generated content, e.g. reviews, and innovation support. Still, SMTEs in particular are struggling to use social media as input into their learning and innovation processes. The project studies current information practices in SMTEs and aims to identify obstacles to appropriating external information for learning and innovation processes. The project is supported by the Heinrich Hertz Foundation. Principal investigator: Dr. S. Koper, Jagiellonian University, Krakow.

PUBLICATIONS


Software testing is essential for the creation of high-quality software. Recently, we have improved the Münster Generator of Glass-box Test Cases (MUGGC). In particular, we have added a finite domain constraint solver in order to increase efficiency. This has been done in a DAA project in cooperation with our partners at the Universidad Complutense of Madrid.

PUBLICATIONS


About the Institution
Since 1997, the Chair of Practical Computer Science has been held by Prof. Dr. Herbert Kuchen. He is responsible for teaching in the area of software engineering, programming languages, and programming. Maintaining close partnerships and collaborations with several local companies, his group is offering students the chance to write bachelor’s and master’s theses with high practical relevance.

Research Topics
The research of the group focuses on selected aspects of Software Engineering. Our fields of research are Business Apps, Model-Driven Software Development, Domain-Specific Languages, Testing, Parallel Programming, and e-Assessment.

Current Research Projects
With the increasing importance of mobile devices, mobile applications for business purposes (so-called Business Apps) have become a major topic for software vendors and IT-departments of companies. In a joint project with regional companies, we have investigated the status quo of Business App development as well as typical requirements and problems. Based on these findings, we pursue several topics that are both relevant for practice and pose research questions. We thereby contribute to the understanding of business app development and deployment. As a particular focus, we explore cross-platform development approaches that handle platform heterogeneity. In this regard, we specifically look into model-driven approaches to app development. Our MD² framework enables the modelling of an app in a suitable domain-specific language (DSL) and automatically generates Android and iOS apps from this specification. While the basic development took place in 2011, the framework has been refined and evaluated in 2013. Work continues in cooperation with a geoinformatics company. Along with the development of MD², various topics in Mobile Computing have been investigated. Practical exercises play an important role in academic teaching. Our e-Assessment system EASY aims at facilitating the management of exercises and supporting the preparation, execution and post-processing of exercises. It is now integrated in the university’s learning system Moodle. EASY supports programming tasks and mathematical proofs as well as verification proofs. Currently, we are developing a further module to support assessing fundamental concepts of data structure operations (i.e., search, insert and delete operations) taught in Computer Science lectures. Experience shows that the development of parallel programs is an elaborate and time-consuming task. The Münster Skeleton Library (Mulesi) is a collection of high-level concepts that facilitate the development of parallel programs. The library contains so-called algorithmic skeletons, i.e., frequently recurring parallel programming patterns, which can be easily and efficiently combined to develop parallel applications. Recently, we have extended Mulesi for hybrid and heterogeneous architectures and have evaluated simultaneous executions on CPUs and GPUs.

Software testing is essential for the creation of high-quality software. Recently, we have improved the Münster Generator of Glass-box Test Cases (MUGGC). In particular, we have added a finite domain constraint solver in order to increase efficiency. This has been done in a DAA project in cooperation with our partners at the Universidad Complutense of Madrid.

Events
Prof. Kuchen served on the programme committees of the following conferences:
- Programme committee member of HLP 2014, Amsterdam, The Netherlands.
- Programme committee member of WFLP 2014, Wittenberg, Germany.
- Programme committee member of 11th International Conference on Principles and Practices of Programming on the Java platform (PPPJ 2014), Kraków, Poland.
- Programme committee member of 8th IEEE International Conference on Software Security and Reliability (SERE 2014), San Francisco, USA.
- Programme committee member of 7th Workshop on Programming Languages (Arbeitstagung Programmiersprachen, ATPS 2014), Kiel, Germany.
- Programme committee member of 29th Symposium On Applied Computing (SAC 2014), Gyeonggi, Korea.
- Programme committee member of 29th Symposium On Applied Computing (SAC 2014), Barcelona, Spain.
- Managing Director of the Institute for Applied Informatics at the University of Münster.
- Editor of the Open Journal of Web Technologies.

Dr. Majchrzak served on the programme committees of the following conferences:
- 7th Annual SIGSAND/PLAIS EuroSymposium 2014.
- 10th International Conference on Web Information Systems and Technologies (WEBIST 2014).
- Member of the Editorial Board of the Open Journal of Information Systems (OJS).
- Member of the Editorial Board of the Special issue on Web Technologies of the Journal of Web Engineering, 2014.
- Co-Chair of the Special Session on Business Apps (BA 2014) in conjunction with the 10th International Conference on Web Information Systems and Technologies (WEBIST 2014).
- Co-organiser of the 14th. Juniorprofessoren- und Habilitanden-treffen der Wirtschaftsinformatik (Junior Faculty and Assistant Professors’ Meeting) at the University of Cologne.
The Quantitative Methods for Logistics group is headed by Stephan Meisel, who was a postdoctoral research associate at Princeton University before joining the University of Münster in the summer of 2013. Stephan Meisel currently is an assistant professor in the Department of Information Systems.

RESEARCH TOPICS

The research activities of the group pursue two main goals. On the one hand a key focus is modelling operational decision problems and solving them by application of state-of-the-art methods. On the other hand the group's research also aims at advancing the algorithmic state-of-the art by developing new methods that enable more efficient decision making.

As a response to the needs of today's processes in logistics and energy systems, the research activities revolve around the area of Anticipatory Optimisation for Dynamic Decision Making, which serves as a general framework for studying multistage decision problems under uncertainty.

Uncertainty has become one of the main characteristics of real-world business processes. Today’s companies continuously receive new information in terms of, e.g., customer orders, price changes or availability of resources such as renewable energy. Due to technological innovations such as GPS, mobile communication and Big Data, companies are able to use this newly arriving information for continuous adaptation of their current operational plans.

However, any plan revision that is made now does affect the future evolution of the business process under consideration. Coordination of planning decisions over time becomes the crucial point in adapting an operational process. Anticipatory Optimisation takes into account the decision maker's uncertainty about the future and aims at an optimal sequence of planning decisions within a given logistics process.

CURRENT RESEARCH PROJECTS

Most of the current research projects focus on multistage decision problems within a specific application domain. The main current projects are:

Energy Storage Management

Together with our research partner at Princeton University we have been working on a universal policy for making energy storage decisions. As an intermediate result we recently completed a tutorial paper on stochastic optimisation models and policies for energy systems.

Energy storage management has become very important with renewable energies. Sources of renewable energy, such as wind or solar, are intermittent and energy prices tend to be varying over time. Therefore companies relying on renewable energy make use of energy storage devices.

The main research question is how to plan revisions such that the decision maker’s goal is achieved at the end of the day.

PUBLICATIONS


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Key Facts

- Transportation and logistics
- Energy systems
- Dynamic decision making
- Anticipatory optimisation
- Computational stochastic optimisation
- Approximate dynamic programming
- Simulation optimisation
In 2014, Stefan Stieglitz traveled to Sydney to start the new international project “Crisis Response Information Classification Framework (CRIF)” which runs in cooperation with the University of Sydney (Prof. Dr. Deborah Bunker and Prof. Dr. Kai Remer). The German Academic Exchange Service (DAAD) funds the project for two years. The key questions to be answered are: How can social media be used during crisis situations? How can emergency service agencies use social media data to get additional information about certain crises?

Further, we proudly presented the intermediate results of our BMBF project “Analysis of Discourses in Social Media”, funded by the Federal Ministry of Education and Research, at the computer science fair CEBIT in Hanover.

As a joint project with the research group of Prof. Klein, we developed a training concept for enterprise social networks for consultants at GAD. The GAD eG is an IT service provider for financial service companies (mostly banks).

In 2014, the research group published more than 17 research articles in journals like Business and Information Systems Engineering (BiSE), Information Technology, and the Business Process Management Journal (BPMJ). Besides this, the research group presented research activities at well-recognized conferences such as the International Conference on Information Systems (ECIS) in Milan and the European Conference on Information Systems (ECIS) in Tel Aviv.

Stefan Stieglitz is also academic head of the ERCIS Competence Centre Connected Organisation. (see page 80).

Research Topics
The research group focusses on four research fields:

Social Media Analytics
Social media have led to wide-ranging changes in public communication and in communication between enterprises and customers. As a result, new requirements for companies and political actors arise with respect to comprehension of this communication and participation in it.

Enterprise Social Networking
Communication in social networks is based on voluntariness and openness. However, the introduction and operation of social software can also be understood as a project, which requires transformation and management activities. Empirical studies are needed to investigate the contradictory contexts of voluntariness and organisational hierarchies.

Blended Learning
The establishment of social media, mobile devices, and other communication and collaboration systems results in new potentials for teachers, learners and educational institutions. In this area, we examine the influence of new technologies on knowledge transfer and collaborative learning.

Mobile Enterprise
In recent years, the diffusion of smartphones and other mobile devices has rapidly increased. This offers new potential for organisations and significantly influences society (e.g. Work-Life Integration). The research group investigates how mobile devices enable business values in enterprises and how IT executives can efficiently manage the transformation process.

Current Research Projects
Issue Dynamics of Public Online Communication
In this project we closely cooperate with Ludwigs-Maximilians-University Munich (Prof. Dr. Neuberger). We apply methods such as network analysis and text mining on Twitter data that we have collected. The data sets include structured as well as unstructured data from communication on Twitter. The overall goal of the project is to detect mechanisms of rising topics in Twitter that have economic or political relevance. The project was selected by the DFG to be presented at “Terra Digitalis” (http://www.terra-digitalis.dfg.de/32-wer-zwitschert-lauter.html) and will be funded until 2017.

Discourse Analysis in Social Media
In this interdisciplinary research project started in May 2012 and funded by the Federal Ministry of Education and Research (BMBF), four German universities cooperate to investigate and develop new methods for social media analytics and elumination. To this end, we track content on Facebook, Twitter, and blogs and analyse it on a large scale. Stefan Stieglitz as a researcher of information systems coordinates the overall project (www.social-media-analytics.org).

Sync & Share NRW
Sync&Share NRW is an upcoming on-site cloud service for up to 500,000 users, hosted by the Universities of Münster, Bonn and Duisburg-Essen. In cooperation with the Centre for Applied Information Technology of Münster University (ZIV), we conduct research on cloud services in higher education in order to get information for successful decision-making.

Awards
The students project seminar team “Mobile Learning”, supervised by the Research Group for Communication and Collaboration Management, won the “Best of Mobile Award 2014” with their m-learning application at the largest German mobile fair “M-Days” in Frankfurt.

Publications


Presentation of BMBF Collaborative Project at CEBIT 2014

Sync & Share NRW
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Awards
The students project seminar team “Mobile Learning”, supervised by the Research Group for Communication and Collaboration Management, won the “Best of Mobile Award 2014” with their m-learning application at the largest German mobile fair “M-Days” in Frankfurt.

Publications


CURRENT RESEARCH PROJECTS

The DFG funded cooperation project “Addressing Current Challenges in Evolutionary Multi-Objective Optimization: Indicator-based Selection, Convergence, and Applicability” together with the Laboratório de Inteligência e Robótica Aplicada at Rio de Janeiro University, Brazil, started in January 2014. In March a research meeting was organized in Münster and partners from TU Dortmund took place. The project fosters trans-atlantic collaboration in indicator-based multi-objective evolutionary optimisation. A research visit by the Brazilian partners is scheduled for the end of 2014. To deepen collaboration further, a follow-up proposal has been submitted to the DAAD.

The DAAD funded two-year collaboration project “Hybridization of Indicator-based Metaheuristics with Modern Local Search Methods in Multiobjective Optimization” together with TU Dortmund University and CINVESTAV-IPN, Mexico, started in January 2014. This project realizes the international exchange between German and Mexican researchers in the context of hybrid evolutionary multi-objective optimisation. A special focus lies in integrating local search into state-of-the-art meta-heuristics. The research stay of the German team in July successfully fostered the collaboration and the Mexican team visited WWU Münster in November to work on the ongoing projects.

The COSEAL (Configuration and Selection of Algorithms) research group (http://code.google.com/p/coseal/) is an international consortium of researchers from more than 20 countries. The group was founded in April 2013. Heike Trautmann is head of the group and member of the ERCIS directorate. The team contributes to the research areas of multi-objective optimisation, computational evolution, algorithm evaluation and selection, and computer games, as well as statistical quality management, data retrieval and clustering techniques in several international collaborations. Additionally, the group offers many courses in bachelor's and master's degree programs with mathematical, statistical, and algorithmic focus.

RESEARCH TOPICS

Multi-objective Optimisation deals with the simultaneous optimisation of (at least partially) contradictory objectives. We usually focus on the a posteriori case, where an optimisation technique offers a set of Pareto-optimal solutions from which a decision maker can pick a subset afterwards. As most multi-objective problems cannot be solved exactly, we apply optimisation techniques from Evolutionary Computation. In the context of Algorithm Benchmarking activities, the group evaluates the performance of different evolutionary and nature-inspired techniques and contributes to algorithm development and enhancement. For multi-objective evolutionary techniques, the development of quality indicators is a major research topic. Measures for approxim-
Databases and database systems have always been at the heart of information systems. While their visibility has been decreasing in recent decades, their importance as a core infrastructure underpinning modern IT systems, including those on the Web and in the cloud, has always been growing. This is due to the fact that database systems offer functionalities, such as high-level querying or transactional contracts, that is central to many applications, and that they have adapted to the growing requirements regarding availability, scalability, and data modelling. The DBIS Group in the Department of Information Systems at the University of Münster, is a member of the European Research Centre for Information Systems (ERCIS) and as such studies challenges ranging the adoption, application, exploitation, and usage of databases, data warehouses, and other data management systems in business-oriented domains.

**Contact Person: Dr. Gottfried Vossen**

**Chair of Computer Science**

**University of Münster**

Dr. Gottfried Vossen, Professor of Computer Science and head of the group, 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 and university contact person for 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 and serves on several editorial boards and programme committees.

### RESEARCH TOPICS

Research topics currently studied by the DBIS Group include challenges involving large data and processes, data warehousing, (social) business process management, Big Data processing and handling, data marketplaces, data pricing, information provision and specific modern applications involving social media. Our approach is based on the conviction that (business) processes and process models are elementary tools for reasoning and analysing applications. In order to execute a process, however, appropriate means for managing the data that arises are needed. This data typically comes in high quantities, high frequency, and high variety, and hence requires suitable tools for its processing. This is where we derive our research topics from.

### CURRENT RESEARCH PROJECTS

#### Big Data Lab

The DBIS Group’s Big Data Lab is an environment for familiarising small and medium enterprises (SMEs) in particular with concepts related to Big Data. While large data and processes, data warehousing, (social) business process management, Big Data processing and handling, data marketplaces, data pricing, information provision and specific modern applications involving social media are central to many applications, and that they have adapted to the growing requirements regarding availability, scalability, and data modelling. The DBIS Group in the Department of Information Systems at the University of Münster, a member of the European Research Centre for Information Systems (ERCIS) and as such studies challenges ranging the adoption, application, exploitation, and usage of databases, data warehouses, and other data management systems in business-oriented domains.

**Contact Person: Dr. Gottfried Vossen**

**Chair of Computer Science**

**University of Münster**

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KEDGE BUSINESS SCHOOL –
DEPARTMENT OF OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS

ABOUT THE INSTITUTION
Kedge Business School
Kedge Business School offers a large port-
folio of degree programmes ranging from
bachelor’s and master’s degrees to MBAs
and Executive Education. Research per-
formed by its faculty is highly regarded, and
covers such areas as global responsibility,
supply chain management, wines and spir-
its management, arts and culture manage-
ment and innovation in SMEs. International
students can also take a semester abroad
in one of its 720 partner universities.
Kedge Business School holds three accredi-
tations – from EQUIS, AACSB and AMBA –
and has been ranked by the Financial Times
since 2008. Kedge Business School is com-
mitted to excellence, social responsibility
and Executive Education. Research per-
formance is published six times a year by
Wiley in collaboration with Kedge Business
School. GBOE publishes original applied re-
search and case studies that provide prac-
tical guidance on operational issues for
global organisations. Articles should stress
the practical/applied value of the work rath-
er than the contribution it makes to theory.
In general, the theoretical content of the
article should be used to provide context
for the subject rather than being the princi-
pal focus of the article. Articles should not
exceed 7,500 words.
The full contents of issue 33(2) are
freely available for inspection here:
http://onlinelibrary.wiley.com/journal/1932-2062/homepage/FaxAuthors.html
Articles should be submitted directly to
Chris Kimble: chris.kimble@kedgebs.com

PUBLICATIONS
Bourdon, I., Kimble, C., Tessier, N. (2014, Forth-
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amples from Amazon, Dell, and eBay”, Glob-
al Business and Organizational Excellence,
Vol. 33, N°4, p. 58-68.
Cure-All or Chronic Condition?”, Global Busi-
ness and Organizational Excellence, Vol. 33,
N°3, p. 63-74.

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KEY FACTS
INSTITUTION
- Founded in 1874
- One of the oldest “Grandes
Écoles” in France
- 20 programmes
- 160 permanent professors
- EQUIS, AMBA and AACSB accredited

RESEARCH TOPICS
- IS in operations management
- Purchasing and IS
- e-distribution, e-commerce,
e-business
- Supply chain and O&M decision
making and decision analysis
- Organisational learning,
knowledge management and
competences
- Electronic marketplaces
- Serious games

RESEARCH TOPICS
The areas of research pursued by the team
members are wide-ranging: developing busi-
ness models of electronic marketplaces and
measurements of electronic service quality,
systemic analysis of organisational design
and the performance of inventory control
systems, formal modelling of the various
organisational learning mechanisms and
causal mapping applications in managerial
decision-making.

CURRENT RESEARCH PROJECTS
The e-DENT Project
Many people are unable to have a regular
consultation with a dentist. These include
some of the most vulnerable populations,
such as prisoners, the frail, the elderly
and the disabled. Yet despite an increased
awareness of the importance of oral health,
telemedicine is rarely used in dentistry. To
address this problem, the University Hospi-
tal of Montpellier launched the e-DENT pro-
ject to provide remote consultations – “tele-
consultations” – for this type of patient.
Five “intraoral” cameras have been acquired
that use fluorescent light to highlight vari-
ous problems with oral health. The cameras
are small and easy to transport. They are
operated by specially trained nurses and can
be connected to a laptop computer in
the patient’s home. The images from the
camera are sent via a secure link to a serv-
er that allows a dentist to view the images
some time later. The dentist can take snap-
shots and videos and decide whether the
patient requires further treatment and what
sort of intervention might be required.
Initially, the project is running at 16 sites in
the Languedoc-Roussillon region and 800
patients (100 prisoners, 100 frail people
and 600 elderly people) are involved. I am
part of a team based at the University of
Montpellier II that will provide: (a) an as-
sessment of the economic benefits of tele-
dentistry, specifically the business model
used for tele-dentistry, and (b) an evalua-
tion of the acceptability of the technology
and of the concept of tele-consultations by
dentists, nurses and patients.

Journals:
Global Business and Organizational Ex-
cellence is published six times a year by
Wiley in collaboration with Kedge Business
School. GBOE publishes original applied re-
search and case studies that provide prac-
tical guidance on operational issues for
global organisations. Articles should stress
the practical/applied value of the work rath-
er than the contribution it makes to theory.
In general, the theoretical content of the
article should be used to provide context
for the subject rather than being the princi-
pal focus of the article. Articles should not
exceed 7,500 words.
The full contents of issue 33(2) are
freely available for inspection here:
http://onlinelibrary.wiley.com/journal/1932-2062/homepage/FaxAuthors.html

Articles should be submitted directly to
Chris Kimble: chris.kimble@kedgebs.com

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used for tele-dentistry, and (b) an evalua-
tion of the acceptability of the technology
and of the concept of tele-consultations by
dentists, nurses and patients.
The Information Systems School is one of six schools in the Science and Engineering Faculty at QUT. With more than 10,000 students including 1,000 PhD students and more than 650 researchers working towards new discoveries, the faculty is QUT’s realisation of the goal to be a leader in the development of courses and research in the fields of science, technology, engineering and mathematics (STEM).

QUT’s Information Systems School has a vision to change the world by connecting processes, information, services and people, and inspire future solutions in this field through excellent research, teaching and provision of services to the profession.

QUT is ranked higher than most universities in Australia and Europe for its research productivity, as measured by publications in the top eight Information Systems journals worldwide (2009-2013). Four of the last eight winners of the best Australian PhD thesis in Information Systems, including the winner in 2014, came from QUT. Our solid reputation has led to the university success of several large research initiatives, including: 

- Business Process Management
- Information Technology
- Information Science

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 are the contextual connections from which meaning is developed from information, whether mediated through systems or interactions with other people, individually or in groups.

In 2014, the IT courses at QUT underwent a redesign and the School is involved in the following undergraduate and postgraduate courses: 

- Bachelor of Information Technology
- Bachelor of Games and Interactive Entertainment
- Master of Information Technology
- Master of Business Process Management
- Master of Information Science

CURRENT RESEARCH PROJECTS

The Information Systems School is hosting several research initiatives, including: 

- Airports of the Future
- Risk-aware Business Process Management
- Cost-aware Business Process Management
- Advanced Process Model Repositories
- Connected Communities
- Innovation Systems

The Information Systems School engages via industry-funded Chairs with selected industry partners. As Chair of Airport Innovation, Associate Professor Alexander Dreiling focuses on the design of a digital strategy and new revenue models uncovered via design-led innovation approaches. As Chair of Retail Innovation, Professor Jan Recker leads a team in developing new ways of identifying innovation potential in retail. A main impact of this initiative in 2014 has been a multi-million dollar savings for Woolworths based on massively improved forecasting algorithms for promotional stocks. At the end of 2014, the School finalised a third Chair, the PwC Chair in Digital Economy, with co-investments from Brisbane Marketing and Queensland State Government.

Further industry-funded projects are related to the deployment of cross-organisational process mining in the insurance sector (partner: Queensland Government), studying the upcoming changes in personal mobility and its implications (SunCorpl) and the potential of Co2-relationship management in the finance sector (Bank of Queensland).

PUBLICATIONS

2014 has been another very successful year in terms of publications including a number of books, journal articles in Decision Support Systems, the European Journal of Information Systems, Information Systems, CAIS and Information and Management, among others, and a range of conference publications, including several accepted ICIS 2014 papers.

We published a number of books, including ‘Information Experience’ by Christine Bruce, Helen Patridge, Kate Davis, Hilary Hughes and Ian Stoodley and ‘Design-led Innovation’ by Cara Wrigley. Furthermore, we published the second edition of the Business Process Management Handbook (co-editors Ian van Brocke and Michael Rosemann). In addition to these publications, QUT members also made substantial contributions as keynote speakers at global and regional events, including the Partner BPM Summit (Sydney, Marcello La Rosa), the Russian BPM Conference (Moscow, Michael Rosemann), the Fraunhofer R&D Conference (Stuttgart, Michael Rosemann) and the US Library 2.014 Virtual Conference (Christine Bruce).

QUT was the host of the 21st Asia-Pacific Conference on Business Process Management in July 2014.

SELECTED DISSERTATIONS


Elham Sayyad Abdi: Web Professionals: How Do They Experience Information Literacy?

Bevan Koopman: Semantic Search as an Experience: Applications in Health Informatics.
The Department of Information Technology Management (ITM) is one of the largest ITM departments in Europe. ITM is a multi-disciplinary department that embraces theories and methodologies from the fields of information systems, business administration, computer science, organisation studies, political science, economics, sociology, psychology and communication theory. The mission statement of the department is: Co-creating knowledge with enduring consequences through the study of the interrelationships among people, information and technology.

The Association of Information Systems (AIS) is the core community of the department. The AIS community is inclusive and open to all the current research areas of the department.

Current research projects
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 digitisation of money affect the use and experience of money? How does the digitisation of transactions influence the performance of and preference for different payment systems? How can we design a digitised payment ecosystem? The complexity in the challenges requires us to apply multi-methodological approaches, including anthropological studies, field studies, experiments, and design science, in close collaboration with practice, including the Danish Bankers Association, NETS, Dansk Bank, Cell Point Mobile, IBM, and Innovation Lab.

Digital Piracy. There is almost 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 works in collaboration with international colleagues collecting extensive data about bittorrent 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 game industry by providing an understanding of the dynamics of the market and enable it to cater to it more effectively.

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 Exploration and Information Management.

The research at ITM is organised around a number of cross-disciplinary themes and we cover a number of research areas, like mergers and acquisitions, social media, cashless society, internet of things and open big data.

Themes are emergent, topical, interdisciplinary 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 to discuss a common research phenomenon over a longer period of time.

Example Research Theme: IoT. The group ‘Internet of Things’ (IoT) has the objective of creating an Internet of People and Societies by creating multi-disciplinary and cross-disciplinary approaches with researchers, politicians, citizens, NGOs and enterprises pursing socially productive scenarios in the merging of our physical world and the virtual world.

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KEY FACTS
INSTITUTION
- 23 tenured faculty
- 16 PhD candidates
- Plus a number of assistants, lecturers, adjuncts, external employees

RESEARCH TOPICS
- Information management
- Social media management
- Social media analytics
- IT in mergers and acquisitions
- IT strategy and organization
- Internet of Things
- Open data, Big Data
- Electronic communication
- Human-computer interaction
- Systems development
- E-Government
The goal of the SCS group is to develop methods and techniques for developing IT-based services that balance service levels with safety and security levels, and to develop methods and techniques that make existing IT-based services more secure.

Selected research projects include:
- Catalog – e-business architecture and fulfillment.
- BME – A method to support business model engineering.

Social media content analysis – Data-driven service development. Integrating internet and social media content reports with internal log data for service development decisions.
- TReSPASS – Methods to tools to analyse and visualise information security risks in dynamic organisations, as well as possible countermeasures.

Optimal Logistics and Patient Preferences in Acute Care (ZoMW) – Goal: To form a scientific foundation for how to reach an optimal process design for the Integrated Emergency Post (IEP), in which the patient is provided with the right care by the right caregiver, with optimal use of resources and without unnecessary delays, while taking patient preferences into account.

SBIC – Shared Business Intelligence Cell – This project is designing and validating a joint supply network control tower that is aimed at coordinating maintenance activities for the Dutch army. By sharing information between the Military and their suppliers and using analytics, various optimisations in the business network should be achieved.

Symnordial! – This project aims at designing advanced algorithms and business IT architectures to facilitate dynamic planning of logistics across various modalities.

AWARDS

Researchers of IEBIS and SCS have been successful in winning several research grants funding new projects in the area of security and IT for sustainable logistics.

Daniel Smits, external PhD candidate at The University of Twente, Department of Industrial Engineering and Business Information Systems, won the Best PhD Paper Award at ECIME 2014. Daniel co-authored the paper with his supervisor Jos van Hillegersberg.

The paper discusses a way to integrate both hard and soft elements into IT governance.

Chintan Amrit and Remco Bloemen were nominated for a best paper award at the ACM Working Conference on Mining Software Repositories for their paper with Stefan Kuhlmann and Gonzalo Ordóñez-Matamoros on Innovation diffusion in open source software: preliminary analysis of dependency changes in the gentoo portage package database.

PUBLICATIONS


DISSEMINATIONS


Asim Khan successfully defended his doctoral thesis entitled “Cryptographically-enhanced Privacy for Recommender Systems”.

Zornitsa Bakalova successfully defended her thesis “Towards Understanding the Value Creation in Agile Projects”.


Indu J. Koveli successfully defended her thesis “Organizing the un-organized? Evidence from Indian Diamond Industry.”

Robin Eijffing will defend his thesis titled: The social media participation framework: Studying the effects of social media on non-profit communities
With almost 33,000 students, eleven faculties and about 1,700 academic staff members, the University of Gdansk is the largest institution of a higher education in Poland. It offers the opportunity to study in almost thirty different fields with over a hundred specialisations.

The Department of Business Informatics (BI) of the University of Gdansk is involved in research and teaching in the field of Business Informatics at 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.

Moreover, it coordinates the Pomeranian Regional CISCO Academy, conducting numerous courses in educating computer network administrators with international certificates. The master’s theses and doctoral dissertations promoted by BI staff have been distinguished in the International Faculty of Management Challenge, organised by Dublin University. The department conducted the Observatory of Pomeranian Digital Economy. In 1995 the Department founded NTIE – Naukowe Towarzystwo Informatyki Ekonomicznej (Polish Society for Business Informatics Research), and in 2006 PLAINS – the Polish Chapter of the Association for Information Systems. The department has been a member of European Research Center for Information Systems (ERCIS) from its beginning. The Department of Business Informatics of the University of Gdansk has cooperated with academic centres of the Baltic Sea Region in the following trans-baltic initiatives:

- BSVC – Baltic Sea Virtual Campus, a consortium developing and implementing e-learning courses.
- BIR – Annual International Conference on Perspectives in Business Informatics Research.
- NTIE (Naukowe Towarzystwo Informatyki Ekonomicznej) – the Polish Society for Business Informatics Research

The department is involved in the following international and research initiatives:

- Polish Chapter of the Association for Information Systems – PLAINS
- The Annual AIS SIGSAND/PLAIS EuroSymposium on Systems Analysis and Design
- MINE (Naukowe Towarzystwo Informatyki Ekonomicznej) – the Polish Society for Business Informatics Research

Research and competencies cover the following themes:

- Big Data
- Business informatics
- Business processes modelling
- Computer networks
- Computer programming
- Databases
- E-Business
- E-Learning
- Enterprise modelling
- ERP, CRM, SCM, WFM, BI systems
- Information systems development
- IS adoption and diffusion
- IS strategy and ethics
- UML and SysML

The Department is involved in the following trans-baltic initiatives:

- Accomplishment and development of the specialisation of Master’s Studies at the Faculty of Management of the University of Gdansk – Informatic Applications in Business (AIL). University of Tomorrow Project: Internationalisation of education at the University of Gdansk by co-operation with the University Houston-Downtown (USA): The determinants of the acceptance and adoption of up-to-date academic e-learning.
- IT World Project conducted by Prof. Prashant Palvia from the University of North Carolina, USA, with the planned participation of MIS research groups from 40 countries including Brazil, China, Estonia, Finland, Germany, Ghana, India, Israel, Italy, Malaysia, Pakistan South Africa, Taiwan, Turkey, USA and Poland. They have been selected according to ERCIS principles – one research team for a given country – enabling the Multi-Kulti approach.

The 7th SIGSAND/PLAIS EuroSymposium 2014, Gdansk, Poland

Published works of the Department:


Kucziapski, M. 2014. “Methodology for elaboration and implementation of effective educational simulations systems – towards the priority view”

Gawin, B., Marcinkowski, B. 2014. “Enterprise Processes Simulation: Prerequisites, Data Acquisition Methods and Tool Support”


Jochkowski, P. 2014. “Authorisation conditions in IT systems”

- The University of Gdansk – Department of Business Informatics
The Department of Information Systems at 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 leading departments in the KTU Faculty of Informatics. In 2012, the Department’s Laboratory of Information Systems and Databases was restructured into the Centre of Information Systems Design Technologies (headed by Prof. R. Butleris). In 2014, the Centre has been expanded as part of the move to the new Integrated Science, Study and Business Centre (Valley) “Samtaukė”. Being among the leading IS research hubs 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 first and second cycle study programmes titled “Information Systems” and “Information Systems Engineering” respectively. In 2014, 30 students were accepted to the bachelor’s programme, and 21 to the master’s. There were also 10 PhD students in the Department.

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

- Conceptual Modelling, Ontologies and Databases
- Model-driven and Service-oriented Development
- Modelling of Business Processes and Business Rules
- Requirements Specification
- Semantic Web Languages and Technologies
- Enterprise Modelling
- Information Systems Engineering
- Project Management
- Business Analysis and Intelligence
- Knowledge-based Systems
- Model-driven Testing of Information Systems
- Information Systems User Interface and Usability

Here are the main projects the Department staff has been involved in for 2014:

- Business Semantics Based Integration of Business Processes and Business Rules (2013-2015), with No Magic Europe. Financed by EU Structural Funds under the Human Resources Development Programme. Significant progress was made in 2014 as possibilities for automatic and automated transformations between three OMG modelling standards – BPMN, SBVR, and UML – were defined. Working prototypes developed for the MagicDraw CASE tool are now being finalised.
- Research and Development of Internet Technologies and their Infrastructure for Smart Environments of Things and Services (2012-2015). Financed by EU Structural Funds under the Human Resources Development Programme. In 2014, our main contribution to this large scale initiative was the development of the novel model-to-model transformation paradigm. Fully customisable, drag-and-drop transformations have been demonstrated to work in CASE tools that support various modelling standards via UML profiles.
- Syntactic and Semantic Analysis and Search System for the Lithuanian Internet, Corpus and Public Sector Applications in Lithuanian Language (2012-2014). Financed by EU Structural Funds under the Economy Growth Activities Programme. Project coordinator: Vytautas Magnus University (Lithuania). The core tangible result of the project is the technology allowing the use of structured natural Lithuanian language when searching the Web for answers to questions concerning political, economic, and public administration issues.
- PROMIS: Professional Network of Master’s Degrees in Informatics as a Second Competence (2013-2016). Financed by the Tempus Programme and coordinated by the Pierre Mendès-France University, this project is carried out by 5 European universities, 3 enterprises, and 9 beneficiary universities from five Central Asian countries.

As usual, a number of engineering-centred activities were carried out in cooperation with local enterprises. The most notable undertaking of this nature remains the ongoing development of the National Forest Inventory Information system carried out with the State Forest Survey Centre.

The comprehensive mapping of semantics of business vocabulary and business rules (SBVR) to OWL, ontologies, Information Technology and Control, T. 43, No. 5, pp. 289-302.

S. Pavalkis (2014): Model Traceability Based on Derived Properties


Saulius Pavalkis: Model Traceability Based on Derived Properties

Publications


Dissertations

Saulius Pavalkis: Model Traceability Based on Derived Properties

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Key Facts

Institution

Founded in 1993
Part of the KTU Faculty of Informatics
More than 20 researchers
Implementation of Welfare Technology. Digital surveillance in municipalities and its impact on innovation of services and organisation (2014-2017). Project funded by the Research Council of Norway. The project consortium consists of the University of Agder, the University College of Buskerud and Vestfold, five municipalities and one business partner. The project aims at researching innovation in business processes and learning needs.

AWARDS
Best Paper Award:

EVENTS
The 6th Kristiansand International Workshop on Information Systems Research (KIWSIR) was held in June, with invited participants from IS research and practice. The workshop theme was “A Retrospective look at 15 years of KIWSIR. What have we learnt and how has the field of Information Systems changed?”

PUBLICATIONS

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Luleå University of Technology is the northernmost university of technology in Scandinavia. The headquarters and the main campus are located at Luleå, Sweden, on the northern coast of the Gulf of Bothnia. In addition, the university has campuses in Kiruna, Skellefteå, Piteå, and Filipstad. In 2014, the university had around 1,700 employees and 19,000 students. Research is typically carried out in close cooperation with industry partners such as Shell, Ericsson, Scania, LKAB, Airbus, Volvo Aero, and IBM, as well as with partners from the public sector. Externally funded research has a turnover of more than 90 million Euro per year.

Enabling ICT

Information Systems (IS)-related research at LTU relates mainly to the area of Enabling ICT. It is one of nine strategic areas of excellence in research and innovation within the university. Enabling ICT focuses on new ICT-based knowledge and applications related especially to e-health, smart regions, data centres and cloud services. Within Enabling ICT, the research subject of Information Systems involves a faculty of 25 persons and 12 active doctoral students, in 2015. In addition, research closely related to IS is also conducted within other research subjects, such as Industrial Marketing and Mobile and Pervasive Computing. Externally financed projects are often carried out in close cooperation with industry partners such as Shell, Ericsson, Scania, LKAB, Airbus, Volvo Aero, and IBM, as well as with partners from the public sector. Externally funded research has a turnover of more than 90 million Euro per year.

Research Topics and Current Research Projects

At LTU, Information Systems is defined as an interdisciplinary research subject, which covers design, evaluation, and societal change. To achieve viable change, there needs to be a continuous interaction between design and evaluation processes. The research and development challenges include enabling sustainable life through transformative services, creating and maintaining a service innovation culture, enhancing the service experience through co-creation, and assessing the value of services. Examples of contemporary research projects in 2014-15 include SATIN II, which aims to make it easier for users to develop mobile services (http://satinproject.se/), EAR-IT, which will research crowdsourcing to extend IoT (Internet of Things) tested infrastructure for multi-disciplinary experiments and end-user interactions (http://www.iotlab.eu/), and IoT Labs, which will research crowdsourcing to extend IoT (Internet of Things) tested infrastructure for multi-disciplinary experiments and end-user interactions (http://www.iotlab.eu/).

Information Security research focuses on the management and behavioural aspects of online security education. The research also covers security as a part of organisational practice, security and IT-management practices, business risk practices and technical design of enterprise security controls. LTU has an international online master’s programme on information security, and the group continuously develops an online information security laboratory for both educational and research purposes. The USEMP project studies how to empower individual data subjects with regard to sharing their personal data, while protecting their privacy by design (http://www.usemp-project.eu/).
and environmentally friendly data centres aiming at more flexible, resource-efficient governance of individual services and applications. Exemplary ongoing projects include ForgetIT, which focuses on concise digital preservation by combining managed forgetting and contextualised remembering of archived information (http://www.forgetit-project.eu/), DURAARK, which focuses on the preservation of 3D architectural data (http://duraark.eu/), and DIO, focusing on the reuse of digital three-dimensional objects related to property and cultural heritage. The research area also participates in Cloudberry (http://www.cloudberry-datacenters.com), which is a research and innovation centre aiming at more flexible, resource-efficient and environmentally friendly data centres and clouds.

The fields of e-Communication, e-Commerce and e-Government are studied from a market-oriented perspective, which involves understanding customers’ needs, behaviour and attitudes; developing customised services, messages, and strategies; creating customer value; and understanding how customers’ behaviour and attitudes can be influenced or changed.

The research team has good experience of multi-disciplinary research projects and of establishing and maintaining relationships with project partners (i.e., companies, organisations and researchers). The key projects include CUP (Customer Focus for Increased Use of Public e-Services), which focused on citizens’ needs, behaviours and attitudes with regard to public e-services; EKO (Effective Communication in Crisis), which focused on developing effective and coordinated communication in crisis situations; and DIGIVAX (Digital Strategies for Growth in the Hospitality Industry), which aims to develop strategies for the use of digital channels to inform, communicate and interact with tourists.

The strategic research area of Enabling ICT also has several ongoing projects in the fields of e-Health, Mobile Pervasive Computing, and Smart Regions.

**Publications**


**Research Topics**

- Digital service innovation
- Information security
- Sustainable data and information management
- Information and communication technologies for development (ICT4D)
- Information and knowledge infrastructures
- IT/IS-related development and management practices

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LULEÅ UNIVERSITY OF TECHNOLOGY – ENABLING ICT – INFORMATION SYSTEMS

Sustainable Data and Information Management regards data, information, and knowledge as valuable resources that need to be managed, cultivated and utilised systematically throughout its life-cycle both in enterprises and in the public sector. The research and development challenges include effective knowledge creation and acquisition, processing and storage of Big Data, data and information quality, open data and information distribution, data mining and analytics for decision-making, enterprise content management, digital curation and long-term digital preservation of information beyond governance of individual services and applications. Exemplary ongoing projects include ForgetIT, which focuses on concise digital preservation by combining managed forgetting and contextualised remembering of archived information (http://www.forgetit-project.eu/), DURAARK, which focuses on the preservation of 3D architectural data (http://duraark.eu/), and DIO, focusing on the reuse of digital three-dimensional objects related to property and cultural heritage. The research area also participates in Cloudberry (http://www.cloudberry-datacenters.com), which is a research and innovation centre aiming at more flexible, resource-efficient and environmentally friendly data centres and clouds.

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**Publications**


Manchester Business School – Information Systems Research Group

Information Systems Research and Teaching at MBS and The University of Manchester

The Information Systems research group at Manchester Business School is comprised of three main areas: digital strategy; decision and cognitive sciences; and service systems. The digital strategy group continue to pursue a diverse research agenda centred on the strategic potential and consequences of new forms of digital technology in a business context; whether this is an organisation, a group of individuals, or a global network. The decision and cognitive sciences group are continuing to grow their MSc business analytics course, which is very popular with students who wish to develop management careers and exploit quantitative and technical approaches to business problems. Business and industrial partners, including Shell and Vodafone, have also warmly welcomed the new course. The service systems group focuses on two main areas, business intelligence and software services, and are involved in several high profile EU research grants, for example Adaptive Production Management and ECoz clouds. Their industrial partners include Airbus, EADS and Atos. Notable publications and conference presentations include: Dr Liwei Liu presented the paper “Using Recommender Systems to Assist in Intelligent Service Composition” at the IEEE International Service Computing Conference in Alaska, US. The paper “Using Recommender Systems to Assist in Intelligent Service Composition” at the IEEE International Service Computing Conference in Alaska, US.

Recent IS Publications at MBS


Karimi, S., N. Papamichail and C.P. Holland (2014). “Purchase Decision Processes in the Internet Age”, in F. Dargom et al. (Eds.), EWG-DSS 2013, LNBIP 184, pp. 57–66. Springer International Publishing Switzerland. DOI: 10.1007/978-3-319-11364-7_6


Keeling KA, Keeling DI and McGoldrick PJ. “Retail relationships in a digital age.” Jour-

Riza Batista-Navars completed her dissertation on Information Extraction from Pharmaceutical Chemistry Literature in March 2014. She contributed to NaCTeM’s successful participation in each of the 2010 and 2013 editions of the BioCreative challenge, a community-wide effort for advancing and evaluating biomedical text mining methods. In the latter edition, her work figured in NaCTeM’s top performing systems for Comparative Toxicogenomics Database curation and Chemical Document Indexing. Now a postdoctoral researcher at NaCTeM, Riza is applying and expanding her expertise on information extraction while working on the Mining Biodiversity and Big Mechanism projects.

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Key Facts

Institution
- 7 senior members of staff
- 12 researchers
- 11 PhD and DBA students
- Several visiting faculty and researchers

Research Topics
- Online consumer behaviour
- Social media and Web 2.0 in international supply chains
- Social media platforms for SMEs in Europe and the US
- Online consumer behaviour in tourism and airline markets
- Economic models of digital strategy
- Online panel data to measure consumer sentiment
- Emergency management systems
- Decision analytic tools
- Text mining applications in business and science
- Service systems and software development

Recent IS Publications at MBS


Karimi, S., N. Papamichail and C.P. Holland (2014). “Purchase Decision Processes in the Internet Age", in F. Dargom et al. (Eds.), EWG-DSS 2013, LNBIP 184, pp. 57–66. Springer International Publishing Switzerland. DOI: 10.1007/978-3-319-11364-7_6


Riza Batista-Navars completed her dissertation on Information Extraction from Pharmaceutical Chemistry Literature in March 2014. She contributed to NaCTeM’s successful participation in each of the 2010 and 2013 editions of the BioCreative challenge, a community-wide effort for advancing and evaluating biomedical text mining methods. In the latter edition, her work figured in NaCTeM’s top performing systems for Comparative Toxicogenomics Database curation and Chemical Document Indexing. Now a postdoctoral researcher at NaCTeM, Riza is applying and expanding her expertise on information extraction while working on the Mining Biodiversity and Big Mechanism projects.
The Faculty of Organizational Sciences covers complex dynamic organizational Sciences covers complex dynamic organizational Sciences. The Faculty has a wide range of experience in research, education and training at national and international level. Its activities have been organised and are run following the LivingLab approach, with a strong involve- ment of business and government organisations, users, IT providers and universities. The resulting eLivingLab is the Slovenian founding member of European Network of Living Labs (ENOLL).

The Faculty has a wide range of experience from many EU, national and industry projects. It is also very active in Living Lab and cross-border regional development initiatives. The Faculty has established connections with numerous institutes, fac- ulties and universities around the world and 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 significant focus is on the implementa- tion of the newest ICT and their impact on new business model development, and the increasing efficiency and efficacy of business and government organisations, ICT industry, universities and society as a whole.

Research topics at the Faculty of Organizational Sciences:
- Management of Information systems
- e-Commerce, eBusiness
- ERP systems
- Inter-organizational systems
- Government
- Mobile commerce
- eHealth and well-being
- Business models
- Cloud computing
- Internet of Things (IoT)
- Enterprise 2.0
- Social media, Web 2.0, eCollaboration
- Learning 2.0 & eEducation
- Business processes management
- Innovations, open innovation, living labs
- Decision support systems
- Simulation systems and models
- Knowledge management
- Organisational learning
- Business intelligence
- Big data, open data

Current Research Projects
European Projects:
Centralab – Central European Living Lab for Territorial Innovation, Programme: CENTRAL EUROPE PROGRAMME, www.central-livinglab.eu

CO-Efficient – Collaborative framework for energy efficient SME systems Programme: Program Med – Transnational ter- ritorial cooperation
GEPUS – Geographical Information Pro- cessing for Environmental Pollution-Related Security within Urban Scale Environments, Programme: NATO, www.graphitech.org/gepus/

- Bilateral projects:
  - Manpower control strategy determina- tion with self-organisational learning
  - Development of green ports in supply chains based on modelling and simulation methods (Case studies of Slovenian and Montenegrin ports: Koper, Bar and Kotor) Programme: Bilateral project SI-MNE

- PUBLICATIONS

Disseminations/Habitations
- Jereb, prof. dipl.: Modelling, simulation and smart artifacts: fostering interaction be- tween people, technologies and processes
- Rajković, prof. emerit.: Knowledge management

Finished dissertations in 2014
- Peter Benedikt: Model of nursing process supported by expert system, supervisor: Uroš Rajkić, assistant professor
- Kristina Bobago: Vpliv dejavnikov poslovnega modela ponudnika na uvedbo računalništva v obliko/Impact of providers business model factors on cloud comput- ing adoption, supervisor: Andreja Pucihar, assistant professor
- Borado Campelo: Self-assessment model of level of school informatisation, supervisor: Vlastislav Rajkić, Professor emeritus, Eva Jerbi, Professor
- Špor: Aprecijalna predstavitev večrasnega podataka: za uporabo metodo večkriterijejskega odločanja/Adaptive presentation of Multidimensional Date Model Using MultiCriteria Decision Analysis, supervisor: Vlastislav Rajkić, Professor emeritus, Mirjana Klijač Boržnar, assistant professor

Marko Bohance: Decreasing sales forecast error by leveraging machine learning technics for B2B opportunity-based fore- casting, supervisor: Mirjana Klijač Boržnar, assistant professor
- Katarina Hebenik: Integrated data model to support sustainable management of min- eral resources, supervisor: Robert Leskovar, professor
- Marjeta Moradi: Model of factors influenc- ing social CRM adoption in SMEs, supervi- sor: Andreja Pucihar, assistant professor
- Anka Mohorič Kenda: The continuous im- provement of model of health care quality indicators with feedback information from e-complaints system, supervisor: Robert Leskovar, Professor

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The Higher School of Economics (HSE) is a research university that carries out its mission through research, instruction, design, expert analysis, as well as social and cultural activities based on international academic and organisational standards. We see ourselves as part of the global academic community and believe that international partnerships and interaction among global universities are key elements of its advancement. The basis of its activity lies in theoretical and empirical research and the spread of knowledge. Without compromising the quality of research or limiting the teaching of basic scientific knowledge, the University strives to make a practical contribution to building a new Russia.

The HSE is a team of researchers, staff members and students. University employees processes internal commitment to maintaining high academic standards in their activities, and strive to provide the most favourable conditions for each of our members to develop.

The HSE is 4 campuses, 3000 faculty members, 20 000 students, 35000 alumni.

Founded in 2002, the HSE Faculty of Business Informatics was created with the active participation of leading Russian and multinational companies and is a pioneer in the new educational discipline of Business Informatics, which combines information technology (IT), informatics and management concepts. The faculty aims to attract talented and motivated young people to form Russia’s future entrepreneurial and administrative elite professionals in business informatics.

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- Business value of enterprise IS
- Industry 4.0
- PLM and production processes
The Higher School of Economics in Nizhny Novgorod (HSE NN) was founded in 1996. The main educational activities of the Faculty of Business Informatics and Applied Mathematics (BIAM) of the HSE NN are related to modern enterprise organisation, enterprise architecture, business mathematical and computer modelling. Two laboratories TAPRADESS (Theory and Practice of Networks Analysis) and LATNA Laboratories TAPRADESS (Theory and Practice of Networks Analysis) are the research units of the Faculty BIAM. In 2014, the Department of Fundamental Mathematics was opened.

Research Topics

The research of the Faculty BIAM focusses on the following directions:

- Cognitive science – the development of methods and techniques of receiving, processing, storing, using and managing professional knowledge
- Situational Modelling – multidimensional modelling of the behaviour 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.
- Original ways of formalising knowledge that is based on ontological engineering, and that is supplemented by practical methods of integration and verification of complex corporate service oriented systems.
- New mathematical models and multiagent optimisation algorithms in distributed service-oriented systems applicable to different domains (transport, planning, training activities); the result defines new approaches to the creation and use of intelligent decision support systems in the modern service-oriented economy.
- Axiomatic approach to non-compensatory aggregation (decision making rules) and axiomatic approach to the general measure of power (power indices) in a voting body.

Current Research Projects

Knowledge technologies for improving multimodal logistics operations in seaports

The project team is performing 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 software implementations using multi-agent technologies. The ontology-based specifications and principles of holonic self-organisation are being explored at the theoretical level, and JESS multi-agent platform is used for software prototyping. The project is conducted in co-operation with INSA-Rouen (France).

Development of 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 into separate flows, one per service.

Selected Publications


Nizhny Novgorod, 603155, Russia

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http://nnov.hse.ru/bipm

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The School of Technology Management has 40 full-time faculty and 200 undergraduates, 1,200 MS students, 120 MBA students, 80 executive master’s students, and numerous non-degree graduate and executive programme. Within the school, the Information Systems group is among the largest graduate programme in the US, with a mix of evening and weekend classes as well as online course offerings to students around the globe.

RESEARCH TOPICS
Within the School of Technology Management, two IS-related research groups operate in the areas of Business Process Innovation and Decision Technologies.

The Center for Decision Technologies (CDT) researches the networks that are around us and in us, because understanding these networks can assist in building technologies that augment decision making in a variety of domains. The center helps decision makers integrate information through training and visualisation. This work combines perspectives from information systems, cognitive psychology, social network analysis, and various computational sciences. The center focuses on two main areas:

Understanding the dynamics of social networks. The ubiquity of networked technologies and the increase in location-aware mobile devices enable new forms of research that reveal the emergence of ideas. These ideas are generated and shared within communities, and leave electronic traces as they spread between people situated across time and space. Within this area of research, CDT members are looking at data from websites such as Digg and Twitter. CDT members are also looking at the ways communication within and between social networks can be used to predict political, cultural, and economic phenomena. In order to help decision makers identify trends in social network information streams, CDT members are exploring new ways of visualising data.

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, CDT 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 organisational performance, and how business process technologies can be better managed in organisations. 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 programme at Stevens. CEBPI has hosted the 2010 International Conference on Business Process Management and conducts research in two areas:

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

Emergent Processes in Standardisation Organisations. Standards organisations 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 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 standardisation process.
The natural sciences have been a part of research teaching at Charles University since its founding in 1348.

The Faculty of Mathematics and Physics was created by separating a part of the Faculty of Natural Sciences on 1 September 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 in the Faculty of Mathematics and Physics includes seven prestigious teaching and scientific workplaces. The quality of their graduates is widely recognised. Among them are a number of top experts working as computer programme developers and technological innovators. They are also successful as entrepreneurs. Members of the School of Computer Science achieve outstanding scientific results in discrete mathematics, especially in graph theory and its applications in intelligent systems, optimisation, especially in graph theory and its applications, scientific results in discrete mathematics, and adaptability of applications, efficient processing of graph data (XML, RDF, linked data), ontologies, Web 2.0, and semantic web services. Recently, we have extended our focus to Linked Data research, dataset creation, graph databases and data provenance as a part of the Opendata.cz initiative.

Parallel Architectures/Algorithms/Applications Research Group (PARG) [http://www.ksi.mff.cuni.cz/parg/]

The PARG was officially founded in 2013; however, the individual research of the members began much earlier. It gathers researchers and PhD students from the Department of Software Engineering. The PARG research activities and topics of interest include multi-core CPUs and NUMA servers, many-core GPUs and GPGPU computing, emerging parallel architectures (Intel MIC, Parallel EP), distributed computing on tightly coupled clusters, parallel data processing and concurrency in database systems, languages (and compilers) for parallel processing.

CURRENT RESEARCH PROJECTS

The department members are involved in a number of research projects funded by the Czech Science Foundation, the Grant Agency of Charles University, and a number of international projects. The projects are the following:


PUBLICATIONS


Čermák M., Zavoral F.: Achieving High Availability in D-Boban, in DEKIKA 2014

The Sixth International Conference on Advances in Databases, Knowledge, and Data Applications, Chamonix, IARIA, ISBN: 978-1-61208-334-6, pp. 59-27, 2014


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Research activities performed, but also for having Italy, not only for the quality of the research CeRSI-LUISS is one amongst the most sig-
tifications, scientific counselling and researches in cooperation with most prominent Ital-
ian and foreign scientific communities, and performs, upon request by public or private, national or international organisa-
tions, scientific counselling and researches in the aforementioned thematic areas.

CeRSI-LUISS is one amongst the most sig-
nificant research centres 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 growth of the AIS (www.iais.org), the Italian Chapter of the AIS (www.aisnet.org), and for hav-

Research at CeRSI-LUISS focuses on three subject areas. The first is related to archi-
tectural and governance mechanisms of digital platforms supporting online com-

Research at CeRSI-LUISS is done in con-
junction with project activities in which CeRSI-LUISS members participate in the iterative phases of designing and evaluat-
ing IT artefacts. A multidisciplinary team of IS scholars with backgrounds in computer science, engineering, economics, manage-

CURRENT RESEARCH PROJECTS
In 2014 the CeRSI-LUISS team has been en-
gaged in disseminating the results of pro-
jects successfully completed in 2013 in the areas of e-learning (i.e. “Learning in Virtual Spaces: New Ways to Design and Implement Advanced Professional Education and Train-
ing Models”), e-culture (i.e. “Multimedia In-
formation Distribution Using Bluetooth”) and e-health (i.e. “Help and Social Interaction for the Elderly on a Multimedia Platform with e-
Social Best Practices”).

A new project has been started in the area of online collaboration whose objective is to define new modes of collaboration based on the Cooperative Commons principles (http://www.coeoperativecommons.caoa). The development of new citizens’ rights (e.g. self-determination) and new online services are the main objectives of this project which will develop and deploy pilots in the fields of e-health and e-participation.

A further area of interest is related to IS ed-

The second is related to organi-

Finally, the project on “Simulation studies in IS research” started in 2013 from the col-
aboration of the CeRSI-LUISS and the In-
stitute of Information Management of Uni-
versity of St. Gallen, is moving ahead with a new plan for faculty exchanges and joint activities in 2015.

PUBLICATIONS
Baskerville R., Spagoonetti P., J. Kim (2014) Incident-Centered Information Security: Managing a Strategic Balance between Preven-
tion and Response, Information and Man-
or/10.1016/j.im.2013.11.004

Consoli C., Rocchi P., and Spagoonetti P. An empirical study of offshore software devel-
oment: the case of a bidding application. Journal of Computing and Information Tech-
nology, to appear

Carillo K., Scommovacca E., and Zs S., 2014, “An investigation of the role of dependency in predicting continuance intention to use ubiquitous media systems: combining a me-
dia system perspective with expectation-con-
firmation theories", Proceedings of the Eu-

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KEY FACTS
INSTITUTION
- Amongst the most relevant research institutions in the IS research area in Italy
- 4 senior advisors
- 5 researchers
- A number of external national and international co-workers

RESEARCH TOPICS
- Digital platforms
- Digital transformation
- IT governance

Luiss Guido Carli University – Cersi – Research Center on Information Systems www.cersi.it
The Institute of Information Management at the University of St. Gallen (IWI-HSG), founded in 1989, is an autonomous research institution affiliated with the University of St. Gallen (HSG). The Institute pursues a mixed funding approach. Both public and privately funded research projects and several student assistants contribute to the Institute's mission.

Fifteen postdocs, approximately 36 PhD students, and several student assistants contribute to the IWI-HSG. The Institute comprises five departments run by full professors (as of autumn 2014): Anca Back, Walter Brenner, Reinhard Jung, Jan Marco Leimeister, and Robert Winter.

The main research focus of the CC Corporate Governance is to develop "A Design Theory for Architectural Coordination of Enterprise Transformations". A theoretically grounded and customised method for a coordinated implementation of enterprise transformation is developed. For this purpose, various architectural elements, such as frameworks, modeling languages or model analysis, are integrated in a consortium of industry partners. Further information: http://cc.iwi.unisg.ch

Independent Living: CC Independent Living is engaged in research topics related to quality-of-life enhancement with a special focus on elderly citizens. Besides working on innovative service solutions (e.g., door and safety assistance on mobile devices), service marketplaces and corresponding business models, which facilitate local service provider networks to serve consumers with personalised well-coordinated service bundles, are developed and tested. Further information: http://il.iwi.unisg.ch

Crowdsourcing & IT Innovation: The research goals of the Crowdsourcing research group include development of models and prototypes for managing financial networks. Further information: http://crowdsourcing.iwi.unisg.ch

Sourcing in Financial Services: CC Sourcing (in cooperation with the University of Leipzig) develops concepts, instruments and prototypes for managing financial networks. Research activities concentrate on customer- and service-oriented innovations in networked banks. Further information: http://sourcing.iwi.unisg.ch

Corporation Data Quality: CC Corporate Data Quality is focused on the development of methods, architectures, reference models, and prototypes required for efficient implementation of Corporate Data Quality Management (CDQM) in organisations. During consortium workshops and bilateral projects participating enterprises gain critical know-how concerning the successful establishment and maintenance of highly effective CDQM systems. Further information: http://cdqm.iwi.unisg.ch

Design Thinking: The Design Thinking research group is focused on embedding human-centric innovation tools into corporate structures. The research team continuously strives to improve the capability of corporate IT using a holistic approach and to reduce costs and risks in innovation projects. Recent research findings have proven that a combination of verified tools with new agile processes and methods in organisations initiate the transformation into customer-oriented IT.

The following list represents a very limited extract of the IWI-HSG publications in 2014. A complete list of publications, as well as full texts of many papers, is available at http://www.iwi.unisg.ch/publikationen


Brenner, Walter; Karagiannis, Dimitris; Kolbe, Lutz; Kräger, Jens; Lamberti, Herman; Liefek, Larry; Leimeister, Jan Marco; Österle, Hubert; Petgin, Charles; Plattner, Hassa; Schweb, Gerhard; Uebenickel, Falk; Winter, Robert; Zannou, Ruediger: User, Use & Utility Research: The digital user as new design perspective in Business & Information Systems Engineering. In: Business & Information Systems Engineering 6 (2014), Nr. 1, S. 55-61.


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The Institute for Advanced Management Systems Research (IAMSIR) in Åbo Akademi University and Information Systems Science in the Turku School of Economics has formed the Turku Information Systems Research Alliance (TSIRA). The objective is to increase the effectiveness and credibility of the teaching of and research in information systems science on the national level, and develop further cooperation and trust between the research units.

**Research Topics**

The focus of the research activities within the institute lies in understanding the use of information and communication technology in enterprises and other organisations. The research conducted within the institute covers most of the key areas of information systems. The research activities can be classified into five themes:

- Management of IS and Business IS
- Networks and Business Models
- Work Informatics
- Healthcare Information Systems
- IT ethics

**Current Research Projects**

One of the Institute’s primary activities is the ICT-partti-project (from 2008) with the aim of promoting cooperation between industry and higher education, especially in the case of SMEs. A similar focus is the production of the Finnish ICT barometer. This research has been carried out since 2008 by Tomi Dahlberg in association with the Finnish Information Processing Association at the University of Turku.

During 2014 several research projects were also carried out with the City of Turku. The biggest was the Coperni-pilot whose aim was to develop a citizen-centric web-based portal for cardiac patients. Other ongoing projects include Osi (Data to Intelligence) and an established Work Informatics User Experience (WIUX) laboratory, which focuses on usability research in various projects.

A new project in 2014 was the Material Value Chain Project in the project portfolio of Cleen Ltd, a Finnish Strategic Centre for Science, Technology and Innovation in the field of environmental technology.

**Events**

**WIS2014**

The 5th International Conference on Well-Being in the Information Society (WIS 2014) gathered around 100 participants from all over the world: researchers, health care practitioners, representatives of non-governmental organisation as well as business-ethics to discuss the opportunities, challenges and risk that cities and citizens face in the context of online travel services. Infor-

**Key Facts**

- The Institute for Advanced Management Systems Research (IAMSIR) in Åbo Akademi University and Information Systems Science (in the Turku School of Economics)
- The research conducted within the institute covers most of the key areas of information systems.
- The research activities can be classified into five themes.
- The Institute has a track record and long tradition in conducting action research dating back to the 1980s.
- The competence of the faculty members covers the whole methodological spectrum from qualitative to quantitative research, not forgetting the philosophical argumentation.
- Despite being in a business school, the Institute runs a rich research tradition on public sector and third sector organisations also.

**Publications**


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**Publications**


The business actively publish their research. The School of Business Administration has formation systems, financing, accounting, ulum, which includes the following majors: positions through the undergraduate curric- to be outstanding managers in a variety of will cultivate the basic knowledge needed and technology principles with manage- positions and who will be able to lead the key talents needed for management us about ulsan has developed a graduate programme in To meet the demands set by world trends and analytics experts, good at analysing knowledge in the programme, students will be trained for careers in a va- nte data mining/Data mining, in the digital age, business security, IT economics, economics innovation, IT governance and IT-enabled organisational such as digital Business Strategy: Risk Management, Behavioural Decision Making, Energy Commodity Trading & Financial Engineering, and Finan- cial Mathematics. Furthermore, the Center for Az (Advanced Analytics) was launched in 2014. The center focuses on the de- velopment of innovative analysis methods and the cultivation of analytic profession- als in the big data era. Our strategic fo- cuses are analytic for manufacturing and healthcare. The center emphasises on ac- tive collaborations with industries and aims to contribute enhancement of indus- trial competitiveness in the country.

RESEARCH TOPICS
In the School of Business Administration, we have five research groups: Digital Business Strategy, Risk Management, Behavioural Decision Making, Energy Commodity Trading & Financial Engineering, and Financial Mathematics. Furthermore, the Center for A2 (Advanced Analytics) was launched in 2014. The center focuses on the development of innovative analysis methods and the cultivation of analytic professionals in the big data era. Our strategic focuses are analytic for manufacturing and healthcare. The center emphasises on active collaborations with industries and aims to contribute enhancement of industrial competitiveness in the country.

Some of the research topics are as follows:
- Dr. Woogie Cho’s core research area is information technology strategy, which has two dimensions: (1) strategic management of IT for general firms and (2) strategy for IT firms. The first research dimension includes the topics of IT portfolio management, and information security. The second includes investment in software quality for vendors, software engineering issues and strategies for the merger with or the acquisition of IT firms.
- Dr. Changyoung Lee focuses mainly on: 1) future-oriented technology analysis, 2) systematic technology intelligence, 3) robust technology planning, 4) intellectual property management, and 5) service science.
- Dr. Minseok Song focusses on BPM and process mining. Special areas of research are process mining in healthcare industries and manufacturing process analysis. Currently, he is involved in several research projects with industry partners and tries to develop more practical process mining techniques considering industry characteristics.

CURRENT RESEARCH PROJECTS
This year, several projects in process mining are ongoing. The titles of the projects as follows:
- Software development of automated business process analysis on enterprise big data for business tasks, and collaboration management (funded by the Ministry of Knowledge Economy, 2013–2014)
- Process mining in case handling processes (funded by National Science Foundation of Korea, 2011–2016)
- Development of a CP discovery & management system (Bundang Seoul National University Hospital, 2013–2014)
- Special areas of research include: investigation of learning management systems, training in analytical techniques, and analytics projects. The programme will help students to gain insight into business complexity in the Big Data era.

SELECTED PUBLICATIONS
The Institute of Information Systems at the University of Liechtenstein was founded in the early 1990s and has been continuously growing since then. Members of the institute have published in leading IS journals, including MIS Quarterly, Journal of the AIS, Journal of MIS, and Journal of Information Technology. The institute offers a Master’s in Information Systems with majors in Business Process Management and Data Science, a PhD programme in Information and Process Management, and a major in Information Management & IT within the Bachelor’s programme in Business Administration.

The institute is a co-founder of the Hilti Fellowship Programme which 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, studying in the Master’s programme in Information Systems at the University of Liechtenstein. Currently welcoming applications for the 16th call of the programme in Information Systems at the Liechtenstein Research Fellowship Programme which provides highly growing since then. Members of the institute available at www.uni.li/hilti-fellowship for details.

**AWARDS**

Stefan Debotoli (best publication) and Sonja Lippe Dada (best project) have been awarded the Liechtenstein Young Research Award. The paper “Big Data & Inductive Theory Development: Towards Computational Grounded Theory?” by Nicholas Berente and Stefan Seidel received the Outstanding Paper Award in the Research Methods track at the 20th Americas Conference on Information Systems (AMCIS 2014). Professor Jan vom Brocke was awarded Vice President of the AIS, responsible for the area of education. In his term from July 2014 to July 2016 he intends to increase the societal contribution and recognition of the AIS through better transparency of IS educational programmes worldwide.

Professor Jan vom Brocke was awarded Vice President of the German Academic Association for Business Research, which comprises nearly all 2,000 business professors in Germany, Austria, Switzerland and Liechtenstein. Starting in January 2015 he will be responsible for the area of Design-oriented Research in Business.

Along with some 480 outstanding young academics from almost 80 different countries, Oliver Muller and Stefan Debotoli from the Institute of Information Systems at the University of Liechtenstein took part in the Lin- dau Nobel Laureate Meeting on Economic Sciences and were awarded their PhD prizes on the shores of Lake Constance.

The Association for Information Systems (AIS) has awarded Professor Jan vom Brocke the AIS Award for Innovation in Teaching. Jan vom Brocke was honoured for his Collaborative Business course (also known as the ERCIS virtual seminar) he has taught in collaboration with the Münster team for the third year running, involving students from over 30 countries.

**PUBLICATIONS**

Journal Publications:


Books


**CONTACT DETAILS**

**PROF. DR. JAN VOM BROCKE**

Hilti Chair of Business Process Management

Dr. Oliver Müller

Dr. Beate Schenk

Dr. Theresa Schmiedel

Dr. Stefan Seidel

Dr. Alexander Simons

Dr. Markus Weinmann

University of Liechtenstein

Principality of Liechtenstein

P 043 265 1300

www.uni.li/is

www.uni.li

**KEY FACTS**

**INSTITUTION**

- 25 researchers.

**RESEARCH TOPICS**

- Business process management
- IS-enabled organisational transformation and green IS
- Creativity and innovation in IS
- Information and content management
- Big Data analytics

**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. Members of the institute have published in leading IS journals, including MIS Quarterly, Journal of the AIS, Journal of MIS, and Journal of Information Technology. The institute offers a Master’s in Information Systems with majors in Business Process Management and Data Science, a PhD programme in Information and Process Management, and a major in Information Management & IT within the Bachelor’s programme in Business Administration.

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**PUBLICATIONS**

Journal Publications:


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Books


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**PUBLICATIONS**

Journal Publications:


**AWARDS**

Stefan Debotoli (best publication) and Sonja Lippe Dada (best project) have been awarded the Liechtenstein Young Research Award.

Books

The Department of Information Systems & Operations, Vienna University of Economics and Business (WU Vienna), was founded in the course of WU’s organisational restructuring in 2005. Since then, it has consolidated the know-how and reputation of five highly esteemed institutes and 16 professors with distinguished focusses in research and teaching, providing a broad representation of IS research topics. Our Bachelor’s Programme in Information Systems is recognised as Austria’s leading degree program in this field (according to Format Uni-Ranking, 2009).

The recently established Master’s Programme in Information Systems (launched in winter semester 2013/14) ambitiously attempts to follow in these successful steps. It provides students with IT-related knowledge and skills, with a particular emphasis on management and research topics. It is designed to meet today's challenges and to provide a solid basis for tomorrow's demands.

RESEARCH PROJECTS

The department of Information Systems & Operations consists of five institutes. The Institute for Information Business conducts research in the area of business- and technology-driven innovations with a specific focus on business process management, knowledge management, decision support systems, and the semantic web. The Institute for Information Management and Control’s focus is on responding to the needs of organisations and societies with regard to information and technology management, especially considering accountability. The research areas of the Institute for Information Systems and New Media emphasise two major areas: new media – in particular computational media, active media, and polymorphic media – and information systems – in particular highly flexible systems and application engineering. The Institute of Management Information Systems intends to use a wide range of methods to contribute to the development of aspects of sustainable technology. The institute’s aim is to be a think tank for business and society that focusses on the sustainable design of information technology. The Institute for Production Management focusses on research in the area of supply-chain management.

CURRENT RESEARCH PROJECTS

The Department of Information Systems & Operations is currently involved in numerous research projects, some of which started recently. To name a few:

- In the context of the project “GET Service”, which is a project that develops a service platform for Green European Transportation (GET), that facilitates real-time aggregated planning, synchro-modal (re)planning, reduction of empty miles and co-modal planning, the following main events happened in the past year: WU Vienna hosted the general assembly for GET Service, the first one after the year 2 review meeting held in Eindhoven. WU also attended the general assembly that took place in Munich in May 2014 hosted by Transver GmbH, and Potsdam in September 2014, hosted by Hasso Plattner Institute at University of Potsdam. GET Service’s topics and objectives were presented by Jan Mendling as part of the keynote of the EMoV Workshop at Modelierung 2014 in March 2014. Recent advancements were published as research papers, co-authored and presented by WU members at EMOV 2014, BPMDS 2014, BPM 2014, and ICS 2014.

- The SHAPE (Safety-critical Human- & Data-centric Process management in Engineer- ing Projects) project of the FFG (Forschungs Förderungsgesellschaft) programme started on 1 October 2014 and it will be running for the next 30 months. In this project, the Institute for Information Business, in collaboration with Siemens AG, will develop ICT support for more rigorous and verifiable process management in recurring and adaptive engineering processes, by supporting modelling, monitoring and conformance checking in safety-critical engineering processes.

- In the new EU-funded research project, SERAMIS (Sensor-Enabled Real-World Management Information Systems), we want to push the boundaries of current RFID applications, thus turning them into powerful tools for intelligent information management. A special focus is on the privacy issues that may arise with innovative RFID applications. Project members from WU are (in alphabetical order): Sushant Agrawal, Jan Mendling, Andreas Rogge-Solti, and Sarah Spiekermann.

We started the project with the kickoff meeting hosted in Vienna.

AWARDS

In October 2014, Henrik Leopold received the TARGION dissertation award for his doctoral thesis “Natural Language in Business Process Models”. The TARGION award is the most remunerated award in the field of Information Systems research in Germany. It includes a prize of € 10,000, and is bestowed every three years by the management consulting company INTegraA&events.

SELECTED PUBLICATIONS


Umbrich, Jürgen, Hogan, Aidan, Polieres, Axel, Decker, Stefan. Forthcoming. Link traversal querying for a diverse web of data. Semantic Web – Interoperability, Usability, Appropriability


KEY FACTS

Institution
- Founded in 2005.
- More than 70 researchers

Research Topics
- Business process management
- Process mining
- Supply chain operations planning
- Social aspects of IS
- Business programming
- Knowledge management
- Semantic web technologies
- Operations research
- Decision support systems
- Computer integrated manufacturing
- Online algorithms and decision theory
- New product development
- Data modelling and eLearning
- Relation theory
- eGovernment and eVoting
- eMarketing and Software agents
- Secure business systems

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About the institution

The Waikato Management School is one of eight departments in the Faculty of Management Systems. The Department of Management Systems is the top-ranked business school in the world, and oversees the disciplines of e-business, e-commerce, supply chain management, and logistics. The department also teaches project management, decision making and knowledge management. It was one of the first places in the world to introduce the Bachelor of Management degree, decision making and knowledge management at the University of Waikato in 1995.

Research topics

Our research reflects the multidisciplinary nature of the department. Recent relevant research projects focus on:

- Data curation
- IT project management
- Data marketplaces
- Mobile commerce
- Electronic government
- Systems intelligence
- Knowledge transfer
- Supply Chain Integration

Current research projects

One of the Department’s key research projects is the interdisciplinary Research Program on e-Business, e-Commerce, e-Government, and e-Degression (E-DEG), which is funded by the New Zealand Government. The program is conducted by a team of researchers from the Department of Management Systems at the University of Waikato.

Hosted seminars

The Department regularly hosts seminars and workshops by visiting speakers who span a range of topics, reflecting the multidisciplinary research interests of the Department. Recent seminars have covered topics such as "Using Change Management to Drive Sustainable Organisational Change", "Offshore Software Development and Maintenance from a Non-Anglo-Saxon Perspective: Project Selection and Success Factors", "Organising for Data Quality", and "The Web in Your Pocket – Bringing an Idea to Life".

Publications


Chen, Jihong; McQueen, Robert; Sun, Peter (2013), Knowledge transfer and knowledge building at offshore technical support centers, Journal of International Management, online, 1–15.

Dillon, Stuart; Statl, Florian; Vossen, Gottfried; Rastrick, Karyn (2013), A contemporary approach to coping with modern information overload, Communications of the ICIS, 14: 1–24.


McQueen, Robert; Yin, Zhao Wen (2012), Perceptions of entrepreneurs about their zero employee web enabled businesses, Journal of Small Business and Enterprise Development, 21 (3): 26–46.

Rusly, F; Sun, YTP; Corner, J (2014), The impact of change readiness on the knowledge sharing process for professional service firms, Journal of Knowledge Management, 18 (4): 687–709.

Zhong, Abraham; Lam, Jasmine Siu Lee (2014), Daily Maersk’s impacts on shippers’ supply chain inventories and implications for the liner shipping industry, Maritime Policy and Management, online, 17 pgs.


Dissertations


Wilkinson, Gustav: Activity-based measure- ment extending attribute-based measure- ment of learning organisations, 2013

Contact details

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stuart@waikato.ac.nz

Key facts

Institution

- Founded in 1964.
- The Department of Management Systems is one of eight departments in the Faculty of management.
- 6 full-time researchers

Research topics

- IT project management
- Data marketplaces
- Data curation
- Website alignment
- Electronic government
- The IS research discipline
- Systems intelligence
- Knowledge transfer

The University of Waikato – Department of Management Systems mngt.waikato.ac.nz/msys
interest group within the German Computer Science Association (GI) in cooperation with the University of Osnabrück and the Karlsruhe Institute for Technology (KIT). The interest group has already organised a dedicated workshop on the conference Modellierung 2014 in Vienna. We will repeat the workshop at the ECIS 2015 conference in Münster. Furthermore, we created a joint research project on process modelling support systems together with our colleagues from Osnabrück.

Due to the frequent use of conceptual models in many domains, the Competence Center for Conceptual Modeling is closely linked to and cooperates with the Competence Centers of E-Government, ERP, and Service Sciences.

We are very happy that we could publish our research results in renowned, high-ranked outlets (such as Information Systems and Information Systems Frontiers). Recently, we were nominated for the Best Paper Award of the Wirtschaftsinformatik 2015 conference.

SELECTED PUBLICATIONS


Due to their considerable potential to support decision making, many companies have started to create large collections of conceptual models. This makes it more and more difficult for analysts to analyze specific aspects of corporate reality in order to support economic decision making. For instance, the use of conceptual models supports Business Process Management – Conceptual Frameworks and Controls. We apply our knowledge of model querying to business process models to be checked for compliance. To prove the utility of model-driven Business Process Compliance Checking, we collaborate with companies from the financial sector. We successfully finished our research project on Business Process Compliance Management funded by the German Research Foundation (DFG) from 2012-09 to 2014-08. University of Münster ERCIS – Competence Center Conceptual Modeling

Universitätsstraße 14, 48149 Münster, Germany

Website: www.ercis.org

PD Dr. Patrick Delfmann
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P +49 251 83-38083
patrick.delfmann@ercis.uni-muenster.de
The Competence Center Connected Organization (3CO) was founded in spring 2013 to examine the influence of upcoming IT technologies and trends in organizations. Caused by the introduction of new concepts and technologies on communication and collaboration, relations of companies, NGOs, and political actors to their stakeholders (citizens, customers, partners, interested parties, etc.) are heavily changing. This development leads to new challenges for organizations and to new research questions for the academic world.

The 3CO network consists of partners from University of Muenster (ERCIS), Technische Universität Berlin, Technische Universität Braunschweig, and Jacobs-University Bremen. Moreover, the network heavily cooperates with business partners as well as political players and public entities.

In February 2014 the first 3CO workshop took place at the “Multikonferenz Wirtschaftsinformatik (MKWI)” in Paderborn. The partners met to shape the scope and strategy of the Competence Center. The network partners committed to apply for common research projects and to share their knowledge on joint practice projects. Moreover, grounded on former common workshop activities at the “Jahrestagung der Gesellschaft für Informatik”, the involved partners decided to publish a book on the topic of “gamification”. The book will include both research articles and success stories provided by practitioners on aspects such as e-learning, collaboration, innovation management, and customer relations.

Further more, in 2014 two student projects, both in cooperation with the large German gas trading company WINGAS GmbH, were completed. The first group of students was assigned the task of extracting customer information for the B2B market from publicly accessible social media. The students developed a concept to rate the acquisition potential of social network profiles. Furthermore, they developed an interface to integrate social media data into an existing CRM system. The app supports the 24/7 shiftworkers of Wingas to control and identify bugs. The mobile app needs to fulfill high-quality standards due to sensitive penalties which were issued for faults.

Of course, the Competence Center itself uses social networks as well. The 3CO hosts profiles on Facebook and XING. The Facebook group “Community – Competence Center Connected Organization” is used to share information about the latest projects and to keep in contact with partners and interested people. Moreover, the 3CO pursues a blog in which the 3CO staff regularly posts about trends and technologies and their impact on organizations. Topics include, for example, “the value of employer branding for enterprises” or “pros and cons of mobile device management system in enterprises”.

In 2014 joint research articles in the field of mobile technologies, particularly between the Jacobs University of Bremen and the University of Muenster, were published in international journals (e.g. Mobile Information Systems) and were presented at international conferences (e.g. Human Computer Interaction (HCI)).

In 2015 3CO will continue working together with companies to strengthen the interconnectedness between research and professional practice.
C3M investigates the role of Information Systems and Supply Chain Management in the area of information challenges and gaps in current practices of humanitarian logistics. The main objective is to identify relevant research groups on crisis management and humanitarian logistics. To ensure the relevance of C3M’s efforts, all initiatives are grounded by continuous involvement of humanitarian organizations and inno- vative information systems and renowned research groups on crisis management and humanitarian logistics. To ensure the relevance of C3M’s efforts, all initiatives are grounded by continuous involvement of practitioners. On the other hand, all C/M members reflect their procedures within their specific research communities to ensure rigorous research. In this way, C/M is committed to contributing to an increase in the effectiveness and efficiency of humanitarian operations.

RESEARCH FIELDS
C/M concentrates on six research topics within the field of crisis management and humanitarian logistics, starting with the visualization of processes within humanitarian organizations up to coordination of humanitarian supply chains in disaster relief operations.

The research field visualization elaborates on the modelling of humanitarian supply chains. The development and deployment of an IT-supported reference model for humanitarian supply chains provides a common terminology, predefined tasks and aligned processes. Moreover, the visualization has the potential to ensure reusability and adaptability whilst respecting the end-user’s requirements.

The C/M’s analysis research area concentrates on performance measurement and management. The development and deployment of a performance measurement system for humanitarian logistics establishes prerequisites for a process-driven, modular, adaptable framework. Progress within this research area also enables crisis management to benefit from an open objective and process-related KPI set, relevant management approaches and information systems.

In the area of IT support, research is conducted within the development and application of IT requirements profiles. The requirements profile is used to compare and evaluate existing supply chain management software for humanitarian logistics as well as for the design and deployment of missing IT tools.

The assessment area focuses the design and development of assessment tools for humanitarian logistics planning. Providing a method to quickly filter and prioritise the assessment information that is relevant for the tasks at hand represents an essential information advantage for those authorities who ultimately need to decide how available resources can be best allocated.

Referring to the best allocation of resources, the research area on optimization deals with the investigation and adjustment of appropriate operations research approaches for humanitarian logistics. Research within this topic concentrates on typologies of operations research methods or optimal stock relocation under uncertainty in post-disaster humanitarian operations.

Last but not least, the coordination research area is concerned with the governance of ad hoc networks in crisis management.

SELECTED PROJECTS
The NITI-Mesr project is an Initial Training Network administered by the Marie Curie Program and collaborates with the Graduate School on Networks, Information Technology and Innovation Management (NITIME). Within NITI-Mesr, the C/M is represented by the Chairs for Information Systems and Supply Chain Management (Prof. Dr.-Ing. Bernd Hellingrath) and Interorganizational Systems (Prof. Dr. Stefan Klein), both from the ERCIS headquarters in Mun- ster. From the perspective of the C/M, the main focus lies in the design and development of an integrated supply chain management system for humanitarian logistics as well as the investigation of applicable coordination approaches within humanitarian supply chains.

The DRIVER project is the biggest FP7 project; it copes with driving innovation in crisis management for European Resilience. In the DRIVER consortium the C/M is represented by the Chair for Information Systems and Supply Chain Management (Prof. Dr.-Ing. Bernd Hellingrath). A distributed pan-European test-bed will be built for experimentation and the most useful new tools will be collected in a comprehensive Crisis Management portfolio at the end of the project. Within DRIVER, the main focus of C/M lies in the application and evaluation of tasking and resource management tools in the context of humanitarian supply chains. For this purpose a reference model and performance measurement system for disaster relief logistics will be applied for different humanitarian networks and crisis scenarios. To enable an improved management of humanitarian supply chains, various setups will be modelled and simulated.

SELECTED PUBLICATIONS


The E-Government Competence Center, which was founded in 2004, has a long tradition in process management both within governments as well as between governments and other organizations. Our research focuses on how individuals use e-government technology. The main tasks in 2014 included a project on Federal Information Management, a study of the German e-government law – both funded by the German Ministry of the Interior, and research on the governments’ social media activities.

Project on Federal Information Management
Public administrations often face a heterogeneous information and information technology landscape. The FIM project aims to build up an information management that supports information exchange across all federal levels and between public administrations and citizens. Together with colleagues from Munich and Berlin, we developed a framework for integrating different kinds of information (i.e. service descriptions, process descriptions, and forms) and a procedural model to create and maintain the integrated information. After finishing the conceptual work in 2013, the project is now in the evaluation phase. We already created about 20 reference forms, which we embedded in harmonised service descriptions and reference processes.

In the context of FIM, the University of Münster offered a joint undergraduate seminar in cooperation with the Technical University of Munich. The participants worked in teams consisting of both students from Münster and from Munich. Their task was to prepare and present FIM-related topics. Except for the kick-off meeting, which took place in Munich, and the final presentation, which was organised in Münster, the students collaborated virtually.

Study of the German e-Government Law
The German e-government law (EGovG) was introduced in 2013 with the aim of reducing legal barriers to e-government services. In a study funded by the German Ministry of the Interior, we analyzed the challenges, the potentials, and the status quo of implementing the EGovG in Germany. Based on the analysis, recommendations for action were derived that help to create a seamless, user-oriented, trustworthy, and open e-government in Germany. In doing so, five key enablers for a successful e-government, namely digital document handling, secure electronic communication, electronic identity, service transparency and electronic payment, were derived.

Research on Governments’ Use of Social Media
Based on the previous research of governments’ use of social media, in which we analyzed governments’ behaviour from an external perspective, during the last year, we paid special attention to citizens’ and governments’ perceptions and intentions to use social media for e-government services. This research stream has especially been driven by Sara Hofmann, who received her PhD in November 2014 and now co-leads the E-government Competence Center together with Jörg Becker and Michael Räckers.

Publications
ERCIS Lab Russia

ERCIS Lab Moscow at the National Research University Higher School of Economics was formed in 2011 to help Russian academia and industry clients to extend ideas and research directions on Information Systems topics with ERCIS members, to create a direct link between academic research and product development and industry cooperation.

In 2013, ERCIS Lab Moscow was renamed ERCIS Lab Russia as the result of the integration of HSE Moscow and HSE Nizhny Novgorod research directions.

The following major achievements were accomplished by ERCIS Lab Russia in 2014:

- Working Visit from the Voronezh State University, Russia, and Signing of the Letter of Intent

  With the great support and mutual cooperation initiated by of ERCIS Lab Russia, on June 23–25, the rector of the Voronezh State University (VSU) Dmitrii Endovitskii, Prorektor Oleg Grishaev, dean of the Faculty of Applied Mathematics Alexander Shashkin, and the head of the IT Business Laboratory Alexey Derbushev came for a working visit to the University of Münster. During the visit the Letter of Intent (LoI) was signed between the rector of the University of Münster Prof. Dr. Ursula Nelles and the rector of the VSU Dmitrii Endovitskii. Under the LoI, both universities expressed their desire and intent to proceed with the development of joint educational and research activities, as well as elaboration of student and academic exchange programs.

  In the summer term 2013, the Department of Information Systems and Information Management successfully conducted an international joint project seminar EDUPASS, in which the students from both the University of Münster and the VSU worked on the analysis and adaption of the academic programs at Voronezh State University to the current industry needs and European standards, as well as an investigation of promising new business areas for T-Systems CIS in Russia.

- Having this successful cooperation experience, the Department of Information Systems of the University of Münster and the Faculty of Business Informatics of the VSU signed a Memorandum of Understanding, which allows further development of exchange programs for undergraduate and graduate students.

- ERCIS Lab Russia Participated in a Number of Leading International Conferences in 2014:
  - Official meeting of Bauman Moscow State Technical University and Russian Industry representatives
  - Visit of ERCIS to St. Petersburg Polytechnic University (SPbPU), Russia, and Signing of the Letter of Intent
    On April 1–4, Prof. Dr. Dr. h.c. Jörg Becker and Dr. Dr. Victor Taratoukhine came for a working visit to St. Petersburg Polytechnic University (SPbPU). During that visit, the Letter of Intent was signed between the rector of SPbPU Prof. Dr. Andrej Rudskij and Prof. Dr. Dr. h.c. Jörg Becker. Under this letter, both parties express their intent to cooperate with regards to the future research activities, exchange of students as well as the future integration of SPbPU into ERCIS Lab Russia for the development of mutual research on Enterprise Architecture topics.

  During the second half of the visit, Prof. Dr. Dr. h.c. Jörg Becker and Dr. Dr. Victor Taratoukhine participated in the international conference “Enterprise Architecture”. Prof. Jörg Becker also held a lecture for master and doctorate students of the Engineering and Economics Institute of St. Petersburg Polytechnic University.

- ERCIS Lab Russia continuously improves its position of excellence, and during 2014 it extended its scientific network and ERCIS partnership, benefiting overall from the worldwide reputation of ERCIS and a great knowledge and experience of Russian academia and industry.

- WWU Muenster and VSU memorandum of understanding ceremony

- Signing ceremony and meeting in the Rectorat of SPbPU

- Meeting at Bauman Moscow State Technical University


- International Conference on Artificial Intelligence and Systems, Divnomorskoye, Black Sea Coast, Russia, September 2–10, 2014

- ERCIS Lab Russia continuously improves its position of excellence, and during 2014 it extended its scientific network and ERCIS partnership, benefiting overall from the worldwide reputation of ERCIS and a great knowledge and experience of Russian academia and industry.
Within the ERCIS network, the Center provides theoretical and applied research in ERP area, supports ERP-related customer-oriented consulting and case studies development for student teaching in Production Planning and Control, and other related areas.

Competence Center Mission: Understanding the design and management of business software and integrated aspects of enterprise software and software-related services.

Some of the key activities of the Competence Center in 2014 are:

- On December 5–6, 2013, the Russian ERCIS partner in Nizhny Novgorod organised the workshop “Emerging Trends in IS” in the cooperation with SAP University Alliance CIS and SAP Labs CIS. Executive Director of SAP Labs CIS Dmitrij Armjakov, Program Manager of SAP University Alliance CIS Yuri Kuprijanov, together with academics from different Russian universities including Prof. Dr. Dr. h.c. Jörg Becker from the University of Muenster, took part in this workshop. The main objective of the workshop was to provide leading researchers and industry practitioners with a platform to present and discuss the most recent innovations, trends, results, experiences, and concerns in several perspectives of Information Systems.

- Under the umbrella of the ERCIS Competence Center ERP, an international team of seven students from the University of Münster, Germany, and the Higher School of Economics, Nizhny Novgorod, Russia, worked together within the project seminar called eSMB with SAP SE. The main target of this project seminar was to develop an innovative curriculum for teaching the business management system SAP Business One to university students around the globe, and to create a strategy to promote SAP Business One to universities.

- On June 4, 2014, the team got the chance to travel to Waldorf, Germany, to present its intermediary results at the SAP Headquarters to Dr. Kristof Schneider, Global SAP University Alliance Program Manager. The final results were presented to the academic community in September 2014 at the SAP Forum in Berlin, Germany.

- ERCIS Competence Center ERP took part in the 19th Annual SAP University Alliance Academic Conference that was held in Berlin on September 9-10, 2014. This year’s conference theme was “Cloud Meets Data Driven Processes – New Horizons and Entrepreneurial Opportunities in Big Data”. Within this conference, the ERCIS project seminar team eSMB presented its final results to the SAP academic audience.

- ERCIS Competence Center ERP is working closely with SAP Innovation Center Potsdam. The strategic plan of cooperation for 2015 was discussed during the meeting in September 2014.

- ERCIS – Competence Center ERP
  Leonardo Campus 3
  48149 Münster, Germany

SAP Innovation Center Potsdam
Dr. Dr. Victor Taratoukhine (ERCIS) and Dr. Oleksandr Panchenko (SAP)

Academic Partners:
University of Wuerzburg, Cranfield University, University of Cologne, Higher School of Economics, ERCIS Lab Russia, SKOLKOVO School of Business, TU Wien, TU Munich

Industry Partners:
SAP, SAP Innovation Center Potsdam, T-Systems AG, T-Systems CIS, SAP Lab network
The Service Science Competence Center is ERCIS’s major organizational unit for conducting research and industry projects in the area of service management and service engineering. The service competence center, which is currently the largest third-party-funded research group in the ERCIS network, focuses on interactions of service providers and service user societies. Some current manifestations are visible throughout various industry sectors and in society in general. On the other hand, we contribute to further shaping the course of the service economy by designing new business solutions and software artifacts. One focal point of our research is to develop software for service orientation in close cooperation with high-tech manufacturing companies. We have also been in frequent contact with banks, retail companies and facility management service providers.

Our research is equally dedicated to research excellence and to providing results that companies can use to further shape their businesses in the service society. We achieve this goal based on a network of excellent researchers in the global ERCIS network. More information is available at:

http://service.ercis.org

**CURRENT RESEARCH PROJECTS**

**EOL-IS**

An immature battery technology appears to be the crucial obstacle for a large diffusion of electric mobility in Germany. One core argument is the high initial costs of eCar batteries, which cause electric vehicles to be about three times more expensive than vehicles with a compression ignition (CI) engine. The still-small number of electric vehicles conversely impedes realizing economies of scale to a full extent. This deadlock prevents the comprehensive diffusion of electric mobility. Therefore, a reduction in the Total Cost of Ownership (TCO) of the battery is an essential precondition for the electric mobility’s diffusion.

Currently, it is assumed that an electric car battery still has about 80% of its original capacity left when it reaches its End-of-First-Life (EOL). Thus, to reduce the TCO the battery can be reused in a different or less-demanding scenario. For instance, a battery or its components could be used to propel smaller vehicles, to store green energy in stationary applications such as in smart homes, or to power smaller electronic devices such as technical equipment used at construction sites.

The EOL-IS project’s goal is to develop service innovations for the phase after the eCar batteries’ EOL, based on the chemical and technical features of eCar batteries. Moreover, a decision support system is conceptualized and implemented to help a decision maker find the best second-life application for each single battery. In this process, the physical and chemical features and the battery’s history of usage, its condition and further economic, ecological and judicial information will be considered. Once an appropriate scenario has been identified, services can be configured and bundled with the battery as an integrated customer solution. This solution is designed to fit the unique requirements of the reuse scenario and must be acceptable for customers.

More information is available at:

http://www.eol-is.de

**CrowdStrom**

As long as the existing battery technology does not allow for longer ranges of electric vehicles, a widespread charging infrastructure is necessary to make electric vehicles suitable for the daily use. The availability of public charging infrastructure has a direct influence on sales of electric vehicles and vice versa. Since public charging infrastructure and the number of electric vehicles are growing slowly, the project CrowdStrom is trying to breach this cycle by making the existing private charging infrastructure accessible for the public. Private charging infrastructure is growing faster than public charging infrastructure because charging spots are typically installed at home with the purchase of an electric vehicle.

CrowdStrom is a project that aims at developing a new business model for the electric vehicle charging infrastructure. Through involvement of charging stations owned by private persons, the business model addresses challenges of the current infrastructure development for electric vehicles.

The CrowdStroms project’s goal is to develop an innovative service that, encouraging private people to set up charging stations and grant access to third parties. This crowd-sourced concept faces the challenges of developing new, standardised processes that cover the entire range of requirements for setting up and operating a charging infrastructure for electric vehicles. The project’s analysis on customers’ willingness to pay enables the creation of an incentive system. Additionally, the CrowdStrom project includes a detailed analysis of the legal difficulties that occur as customers become suppliers. The implementation of a software application to assist service processes and the flow of information among participating parties will provide the technical foundation for the concept. Operating this system and the integration of all partial services create an innovative business model for supply and infrastructure-providing companies, resulting in a public charging network empowered by existing private charging stations.

More information is available at:

http://www.crowdstrom.de

**COOPERATION EXPERIENCE**

Today, successful innovations in business models increasingly take place in the form of product-service system (PSS) networks that allow combining the skills and performance contributions of different partners of the value chain into new and innovative customer solutions. Potential benefits related to the product-service system include better differentiation from competitors, increased customer satisfaction and retention, and enhanced resource utilization throughout the network.

In order to coordinate the activities of product and service providers within a product-service system network better, the project’s main goal is to design a method that supports the drivers. This method will be characterized by its capability to visualize the planning of the back-office integration in PSS networks and by its suitability to allow a most direct experience of the network as part of a software-based test environment. Application domains are the planning and operation of facilities and the mechanical engineering. A parallel adaptation and development of domain-specific reference models will show how actors can match their tangible and intangible offerings along the product life cycle in an innovative way, for cooperatively achieving the demanding economic, social, and environmental objectives. Parts of these reference models will be integrated into the modelling environment as templates or best practices knowledge, allowing for an effective application of the newly designed methodology. Overall, the development efforts resort to the basics of modelling in the Information Systems discipline and the approaches of model-driven development and configurable reference modelling.

More information is available at:

http://www.cooperation-experience.de
Competence Centers

Networked Service Society (NSS) is a multi-national project funded by the International Bureau of the German Federal Ministry of Education and Research (BMBF). The project lasts from July 2010 until the end of 2014 and is aimed at establishing and strengthening long-term collaboration structures with institutions in the Asian-Pacific region. The project consortium is formed by the University of Münster (WWU), Germany, Queensland University of Technology (Brisbane, Australia), the Liechtenstein Institute of Science and Technology (UNIST, Vaduz, Liechtenstein), and the University of Waikato (Hamilton, New Zealand). Project partners collaborate in the areas of Joint Research, Joint Education and Joint Industry Projects.

Research collaboration in different areas of service phenomena was further extended in 2014, involving all project partners. Core areas of research in 2014 consisted of Process Mining in the Service Sector (UNIST, WWU), utilization of social media in local public administrations (University of Waikato, QUT, WWU) and IT capabilities for digital innovation (QUT, WWU).

Mutual research and networking visits were conducted in 2014: Martin Matzner, Daniel Beverungen and Amir Stein (WWU) visited UNIST, and Sebastian Köffer and Elena Gorbacheva (WWU) during her stay at QUT worked on the development of an overarching agreement that was critically discussed with and approved by the decision makers of both universities, such that we intend to bring the program to life in early 2015.

Because the main objective of the NSS project is to make the research collaboration between the partners sustainable, the project proposal “Propelling Business Process Management by Research and Innovation” has been submitted and was favourably evaluated under the Horizon 2020 EU funding program. The RISE_BPM project partners outside Europe include the two NSS consortium members QUT and UNIST, as well as Federal University of the State of Rio de Janeiro (Rio de Janeiro, Brazil). The European project partners, in addition to WWU as the project coordinator, are the University of Vienna (Vienna, Austria), the University of Seville (Seville, Spain), the Eindhoven University of Technology (Eindhoven, Netherlands) and the University of Liechtenstein ( Vaduz, Liechtenstein). The RISE_BPM project aims at networking world-leading research institutions and corporate innovators to develop new horizons for Business Process Management (BPM). All of the institutions involved have a strong research profile in BPM and we believe that RISE_BPM will create an ideal research environment to ensure sustainability and further extension of the collaboration ties established during the NSS project. It is planned to fund RISE_BPM for four years starting from May 2015.

Further opportunities for undergraduate and graduate student mobility were created in 2014. Two students from Münster did an exchange semester at QUT and one wrote his Master thesis at QUT with Jan Recker. Since a student exchange agreement between UNIST and WWU was established in 2012, three students from WWU did an exchange semester at UNIST, whilst two students from UNIST studied at WWU.

A key objective of the project is establishing a collaborative PhD program between the QUT and WWU. Elena Gorbacheva (WWU) during her stay at QUT worked on the development of an overarching agreement that was critically discussed with and approved by the decision makers of both universities, such that we intend to bring the program to life in early 2015.

Against this backdrop, the goal of this project is to make the various research results achieved by the researchers in Münster applicable to the small and medium enterprises in the Münsterland region surrounding our city. The project will therefore develop frameworks to structure previous results, communication and educational material in order to transfer knowledge to the practitioners. We will further launch a road show and exercise round tables to bring together researchers and practitioners in the region.

ServDEA was completed in 2014, with the final version of the ServDEA software now being under further evaluation at industry partners. The project’s website contains a link to the ServDEA software, and is freely available for testing for interested parties. More information is available at: http://www.servedea.de

Selected Publications


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"Hybride Wertschöpfung im ZukunftLand" — Hybrid Value Creation refers to offering custom-fit solutions consisting of physical goods and value-added services, including consulting, maintenance, recycling service or even operating the entire solution “as a service”. Manufacturer that transform inputs into providers of customer solutions may expect several benefits — higher margins, improved differentiation from competitors and superior customer retention. In recent years, Münster grew into one of the most significant global locations for research on "hybrid value creation".

WWU Münster and the Münster University of Applied Science developed models, methods and software tools of high scientific quality and immediate utility for the practice.

ServDEA was completed in 2014, with the final version of the ServDEA software now being under further evaluation at industry partners. The project’s website contains a link to the ServDEA software, and is freely available for testing for interested parties. More information is available at: http://www.servedea.de

 Enterprises often want to measure the productivity with which they produce their services, yet are confronted with the complexity of the methodological apparatus for contemporary productivity management. This is particularly challenging for enterprises providing industrial services. Having their origins in mass production of standardised goods, the hybrid nature of today’s industrial products, which are often customised and combined with various other services such as maintenance, these enterprises are not well prepared to handle these types of products in productivity management.

The goal of the ServDEA project was to develop a new conceptual foundation for an approach to measuring service productivity and to implement this approach as a software prototype. Based on the Data Envelopment Analysis (DEA) — a sophisticated productivity measurement technique from the field of operations research — the productivities of different decision-making units, e.g. different service stations for a certain product, can be quantified comparatively by benchmarking these units against each other. The DEA also provides insights into the characteristics of each unit, thereby providing a starting point for reasoning about possible improvements. As the DEA allows for amalgamating a huge number of input and output factors in a single productivity model, it provides a comprehensive view on productivity.

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SELECTED PUBLICATIONS

The integration of these technologies and related concepts into the workplace provides profound challenges and opportunities for organizational development and innovation. We engage in detailed multi-method workplace studies in order to gain deep insights into existing work practices. Based on information and communication patterns (genie) and the relationship network of different stakeholders, we suggest scenarios for new work practices and transformation paths. In our scenarios for smarter work we also reflect the issues of corporate social responsibilities and employee well-being.

Inspired by the success and popularity of social media like Facebook or Twitter, organizations aim to appropriate the logic of public social media to improve internal communication and collaboration. Companies introduce corporate social collaboration platforms, such as Microsoft Yammer or IBM Connections, to facilitate networking amongst employees and to improve information exchange. However, many of those initiatives fail to meet expectations. One reason is that the introduction of these platforms, which provide information and communication infrastructures for heterogeneous users, are managed like traditional software projects. Issues such as organizational culture, strategic alignment, community management and dynamics, governance, development and adjustment of usage practices are regularly neglected.

MyClou.de follows a different approach than existing solutions. Instead of opening the corporate servers for the employee’s personal devices, MyClou.de offers a virtualised workspace, which is independent of hardware ownership and administration. The prototypical implementation is based on a virtualised Android platform. The platform centralises corporate applications and corporate data. Employees can access the solution via a web browser or a RDP client. It is centrally managed but independent of the client administration. The solution is platform independent and accessible via personal or company provisioned hardware. User data remain secure within the company’s firewall and are never stored on the client hardware. Every employee has access to his or her own personalised Android virtual machine with native applications and a comprehensive WebRTC implementation for browser-based communication within the platform. With this WebRTC implementation, the users can communicate, share their screen or share their files without the need for further software or plugin installation.

MyClou.de – The concept for Bring Your Own Application (BYOA)

A team of students in collaboration with Dimension Data and Cisco has developed a conceptual framework and prototypical implementation of a BYOA solution to support today’s knowledge worker and their growing technological needs. A market analysis of Microsoft’s, Apple’s and Google’s app stores was conducted in order to identify the most relevant devices and apps for today’s knowledge workers. Although most knowledge workers are satisfied with their desktop solutions, they are missing mobile solutions for self-organization, data management and communication.

MyClou.de is platform independent and accessible via personal or company provisioned hardware. User data remain secure within the company’s firewall and are never stored on the client hardware. Every employee has access to his or her own personalised Android virtual machine with native applications and a comprehensive WebRTC implementation for browser-based communication within the platform. With this WebRTC implementation, the users can communicate, share their screen or share their files without the need for further software or plugin installation.

COMPETENCE CENTERS

The Competence Center for Smarter Work provides research and transformation support in the area of Unified Communication & Collaboration (UC&C) and Social Media. UC&C as well as social media facilitate extended and richer modes of interaction amongst stakeholders. Customer relations as well as partner communities can be actively transformed by the introduction of UC&C and Social Media. Furthermore, tools can be used to improve cooperation amongst employees, to strengthen social relations or to identify experts and specific information.

The Community Platform Redesign for the German CIO Association

VOICE e.V., the German association of Chief Information Officers (CIOs) and IT managers, deploys a community platform to facilitate networking amongst its members. Indeed, the platform is closely tied to the association’s business model and has been identified as a cornerstone of the association’s development strategy. As the extent of communication and collaboration on the current platform has not met expectations, the executive committee has initiated a major redesign of the platform. We have been invited to join the (re-)design initiative, which aims at understanding the needs and distinct usage patterns of the user: the member organizations and specifically the CIOs. It involves not only an analysis of required properties for different usage scenarios but also a critical review of the governance structures and community development in a complex ensemble of service providers, the association’s head office and the user community. Eventually, this initiative is about defining and enacting a strategic vision for the VOICE community.

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Eric Deakins from the University of Waikato visits the ERCIS Headquarters in Münster.

**NETWORK RESEARCH ACTIVITIES**

Networked Service Society (NSS) is a multi-national project funded by the International Bureau of the German Federal Ministry of Education and Research (BMBF). The project lasts from July 2010 until the end of 2014 and is aimed at establishing and strengthening long-term collaboration structures with institutions in the Asian-Pacific region. The project consortium is formed by such ERCIS member institutions as the University of Münster (WWU), Münster, Germany; Queensland National Institute of Science and Technology (QUT, Brisbane, Australia); Ulsan National Institute of Science and Technology (UNIST, Ulsan, Korea), and the University of Waikato (Hamilton, New Zealand). Project partners collaborate in the areas of Joint Research, Joint Education and Joint Industry Projects.

Research collaboration in different areas of service phenomena was further extended in 2014, involving all project partners: Prof. Dr. Minseok Song (UNIST) and Dr. Daniel Beverungen (WWU) actively cooperate in the area of application of process mining techniques for the analysis and improvement of service business processes; Dr. Eric Deakins (University of Waikato) and Sara Hofmann (WWU) do joint research on the use of social media in local public administrations; and Dr. Erwin Fielt (QUT) and Sebastian Köffer (WWU) work closely together aiming to develop concepts towards IT capabilities enabling organizations to drive digital innovation.

Mutual research and networking visits were conducted in 2014: Dr. Martin Matzner and Prof. Dr. Armin Stein (WWU) visited UNIST, and Sebastian Köffer and Elena Gorbacheva (WWU) visited QUT and the University of Waikato. Moreover, in 2014 Dr. Armin Stein (WWU) visited all three partner universities in order to enhance networking of the research groups by identifying fitting research profiles of the involved IS faculty members. In turn, Prof. Dr. Minseok Song (UNIST) and Dr. Eric Deakins (University of Waikato) visited WWU in 2014.

Further opportunities for undergraduate and graduate student mobility were discussed during the visits of UNIST, QUT and the University of Waikato conducted by Dr. Armin Stein and Elena Gorbacheva (WWU) in 2014. In 2014 two students from Münster did an exchange semester at QUT and one wrote his Master thesis at QUT with Prof. Dr. Jan Recker. Since a student exchange agreement between UNIST and WWU was established in 2012, three students from WWU did an exchange semester at UNIST and two students from UNIST studied at WWU.

One of the main outcomes of the NSS project in terms of institutionalization of the partnership between QUT and WWU is establishment of the Joint PhD program between the two universities (Program). Elena Gorbacheva (WWU) during her stay at QUT in May-June and November 2014 worked on the development of an Overarching Agreement for Joint PhD Programs. The Agreement was critically discussed with and approved by the decision makers of both universities. Moreover, in order to ensure the long-term sustainability of the Program, funding mechanisms for joint PhD candidates were thought through.

The project long-term goal is to make the exiting research connections between the partners sustainable, as well as to expand the partner network. In order to fulfil this goal, in 2014 a project proposal “Propelling Business Process Management by Research and Innovation Staff Exchange” (RISE_BPM) has been submitted by WWU and favourably evaluated within the Research and Innovation Staff Exchange (RISE) call for proposals under the Horizon 2020 EU funding programme. The RISE_BPM project partners outside Europe include the two NSS consortium members, namely QUT and UNIST, as well as Federal University of the State of Rio de Janeiro (Rio de Janeiro, Brazil). The project European partners, besides WWU as the project coordinator, include the University of Vienna (Vienna, Austria), the University of Seville (Seville, Spain), the Eindhoven University of Technology (Eindhoven, Netherlands), and the University of Liechtenstein ( Vaduz, Liechtenstein). The RISE_BPM project is aimed at networking world-leading research institutions and corporate innovators to develop new horizons for Business Process Management (BPM). All the institutions involved have a strong research profile in BPM and we believe that RISE_BPM will create an ideal research environment to ensure sustainability and further extension of the collaboration ties established during the NSS project. It is planned that RISE_BPM lasts four years starting from May 2015.

For further information please visit: www.networkedservicesociety.net

CONTACT INFORMATION

The NSS project is coordinated by Daniel Beverungen, Armin Stein and Elena Gorbacheva (WWU).

Project contact persons are Prof. Dr. Dr. h.c. Jörg Becker (WWU); Prof. Dr. Michael Rosemann (QUT); Prof. Dr. Minseok Song and Prof. Dr. Han Gyun Woo (UNIST); and Prof. James L. Corner, Prof. Bob McQueen, and Dr. Stuart Dillon (University of Waikato).

For further information please visit: www.networkedservicesociety.net

Eric Deakins from the University of Waikato visits the ERCIS Headquarters in Münster.
The colloquium took place on September 8-10 at the beautiful and sunny LUISS Guido Carli campus. Eleven PhD students have presented the current state of their dissertation in 20-30-minute presentations. The topics ranged from core IS topics such as strategic alignment to more computer science oriented ones such as algorithm selection. Each student received four feedbacks, two by the fellow students and two by the committee members. The students and the committee members were assigned to the seminar participants in advance. This allowed the reviewers to prepare the major part of their feedback beforehand based on a five-to-ten-page dissertation paper. The dissertation paper was submitted to the committee in advance and distributed among the assigned reviewers.

The feedback and discussion that took 30 to 40 minutes were certainly the central and the most memorable aspect of the seminar. The feedbacks were constructive and valuable. Having four perspectives on a dissertation project, of which two are provided by very experienced scholars is a luxury good for a PhD student.

The friendly atmosphere during the seminar was facilitated by several getting together events such as a visit of a local pizzeria, which, according to the local ERCIS members, was “one of the best in town.” A claim that was eventually supported by the smiling and satisfied faces of the seminar participants.

The meta-feedback on the last day of the seminar revealed gratitude to all those who made the seminar possible (especially the main organizers of the event Paolo Spagnolo and Armin Stein and the volunteered committee members and committee chairs). The resume by all participants of the ERCIS PhD Colloquium was facilitated by several getting together events such as a visit of a local pizzeria, which, according to the local ERCIS members, was “one of the best in town.” A claim that was eventually supported by the smiling and satisfied faces of the seminar participants.

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As part of the culture of internationalization fostered at ERCIS, the chair for Information Systems and Supply Chain Management regularly encourages visiting guests to offer workshops as a forum for exchange. In 2014, several Brazilian researchers visited the Chair and held workshops for interested ERCIS researchers for engaging knowledge transfer and to establish point of contacts for further research collaborations. Dr. Marcio Thomé, visiting researcher from PUC Rio de Janeiro, offered a well-received workshop on Sales & Operations Planning (S&OP) which is an integrated business management process which emphasizes the intensive collaboration between different organizational functions. In the context of the workshop, multiple potential collaboration options were identified – among others the use of Big Data collected in supply chains as one additional source for S&OP.

Within the scope of the DFG funded German-Brazilian research project “Integrating Intelligent Maintenance Systems and Spare Parts Supply Chains” (I2MS2C), Prof. Dr. Ing. Enzo Morosoni Frazzon from the Universidade Federal de Santa Catarina (UFSC) in Florianópolis, Brazil visited the chair in the beginning of this year. Throughout his stay at ERCIS in Münster, Prof. Frazzon used the opportunities to discuss intensively his research on spare parts management and integrated supply chain planning approaches with the chair’s group. Within the scope of these workshops, Master and PhD students from both universities participating in the project got valuable feedback to be incorporated in their theses. Furthermore, this close and vivid collaboration within the I2MS2C project team pushed the project forward by collaboratively achieving new project results.

Similarly, Prof. Dr. Adriana Leiras (PUC Rio) and Prof. João Porto de Albuquerque (University of São Paulo) offered further insights about current state-of-the-art research in the fields of humanitarian logistics and disaster management. Presenting their research in dedicated workshops and the weekly ERCIS lunchtime seminar respectively, both welcomed the feedback and questions from participating members. Prof. Porto de Albuquerque moreover offered a multi-day Master and PhD seminar on the subject of “Disaster Mapping 2.0: Volunteered Geographic Information in Disaster Risk Management”, in line with the vision of ERCIS of being highly interested and engaged in teaching new researchers.

The successful 2011 ERCIS Virtual Seminar on how IS can contribute to environmental sustainability, considering eco-efficiency, eco-equity, and eco-effectiveness. Dominic Steffen and Rajesh Srinivasan deal with the exponential growth of the human population and ask how IS can be used to align the global resources with the growing demand. Adrian Dolensky and Stefan Laube discuss e-participation as a way to make policymaking more sensitive to long-term global perspectives. How the benefits of ICT, which is ubiquitous in some parts of the world but all but absent in others, can be made available to everyone is the topic of Tomal K. Ganguly and Klaus Fleerackers. Marina Maschler and Asin Tarchinskaya discuss how IT can support law enforcement officials in fighting “the dark side” as industrialization and the appearance of the internet provide companies and individuals, including those in organized crime, with means to communicate and synchronize in real time. Stefan Debotorti addresses the growing demand for energy as we move away from fossil fuels and seek to reduce power consumption, while governments invest increasing amounts of money in alternative green energy. Sandro Weber sketches out how IS can accelerate the diffusion of these ideas and innovations into practice. Finally, Nebojša Milic and Krzysztof Olekszkiwicz take a look at the ethical difficulties global decision-making faces to bring to a world with more than 7.2 billion people and how IS can contribute to resolving them.

Find out more about the Annual ERCIS Seminar: http://virtual-seminar.ercis.org
The intention of ERCIS Virtual Seminars is to enrich education in the IS field by supporting students from the participating institutions in developing soft skills like internationalisation, virtualisation, and collaboration. It is believed that such skills are crucial for their future career. In 2013, ERCIS Virtual Seminars received an award for innovative teaching by the Association for Information Systems.

This year 45 students from seven universities (University of Münster, University of Liechtenstein, University of Twente, University of Münster, University of Liechtenstein, University of Twente, University of Münster) formed 15 teams. Each group received a topic as one of the 15 global challenges facing humanity, as identified by the Millennium Project. Students from various universities, including six students from the University of Münster, participated in the Winter School, where they could gain a comprehensive understanding of the BPM discipline during a five-day intensive course. The classes were held by BPM experts from both academia and practice. Participants had an opportunity to immediately apply the concepts and methods learnt by working on case studies and exercises. The topics covered within the BPM Winter School included an introduction to BPM, methods using the BPM life cycle, process-aware Information Systems, alignment of BPM with corporate strategy, governance of BPM programmes and projects, human factors in BPM and culture in BPM. Furthermore, the students visited such local companies as HIIT and Swarovski and gained insights into their business processes. The participants also had a chance to establish new contacts and just have fun during evening social events.

After a successful 3rd ERCIS Virtual Seminar, in which students took part in the 2014 Hilti IT Innovation Competition (five out of 15 teams reached the finals and one of the teams took second place), in the 4th ERCIS Virtual Seminar it was decided to again have a look at the role of Information Systems (IS) in addressing the global challenges facing humanity. The same topic was investigated during the 1st ERCIS Virtual Seminar in 2011, resulting in publication of the best student seminar papers in SpringerBriefs – part of Springer’s eBook collection that focusses on “cutting-edge research and practical applications across a wide spectrum of fields” (www.springer.com).

Following up on this spirit of embracing cultural difference, Nils Tschampel made his very own awesome Korea experience in 2014. In the opposite direction, Soo Hyang Song and Mina Yoon from UNIST spent an away semester in Münster. We are proud to announce that Berger spent an away semester at UNIST. We are also happy to report on their virtual collaboration experiences by participating in three online surveys.

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The project ran for 4 months, from April until early September 2014. The final presentation took place at the SAP Academic Conference EMEA 2014, on September 10, in Berlin (results were highly valued by both the academic community and representatives of SAP, both from SAP University Alliances and SAP BusinessOne Global Team). The project has a potential continuation, which is now being discussed with SAP company.

Uwente initiated and coordinated a Bene- lux course for PhD students in Information Systems. Eleven universities in the region participated by sending their PhD students and hosting a seminar in their city. From the ERCIS network, both Twente and Münster participated. Other universities in the course were Erasmus University, Rotterdam School of Management, Universiteit Gent, Universiteit Antwerpen, Rijksuniversiteit Groningen, KU Leuven, LIRIS, TUDelft, Tillingburg University, VU Amsterdam and Utrecht University. PhD students gained the unique experience of meeting 11 information systems groups, learning about their research and getting to know 11 vibrant cities and each other. The course is planned to take place again in 2014–2015.
ERCIS Advisory Board Meeting 2014 in Münster

In September, the annual ERCIS Advisory Board Meeting took place at the ERCIS headquarters in Münster. Before starting off with the actual meeting, the participants met the evening before in a Tapas bar in Münster to celebrate the 10th anniversary of the network. After this nice and informal get-together, researchers from the ERCIS headquarters and representatives of the member companies avato Bertelsmann, Johannes Räckers GmbH & Co. KG, PICTURE GmbH, owncloud, and saracos, as well as invited guests from the Ford Motor Company and Ga&b met on the Leonardo-Campus for inspiring talks and discussions on various topics.

After a short introduction by the academic director Jörg Becker, Armin Stein, the managing director, presented a recap on the ERCIS activities in 2014. Furthermore, Gotfried Vossen gave an overview about the Executive Master Information Management offered at the University of Münster. Besides those presentations, we had two interesting talks on current research projects at the ERCIS headquarters: Stefan Schellhammer working at the chair of Stefan Klein presented results from a project on technostress. His talk was followed by a lively discussion about how to avoid stress caused by too much information on too many channels, constantly disrupting work processes.

Furthermore, Stefan Stieglitz from the Communication and Collaboration Research Group and Andrea Uphues from Ga&b, an IT-provider for the financial sector, gave an interesting talk about the use of social software in companies. Following up on their presentation, Lars Ehlers from the Ford Motor Company gave insights on the use of social media within Ford.

All in all, the ERCIS Advisory Board Meeting 2014 was a further step towards a lively network and a fruitful dialogue between research and practice. Both sides left with a lot of new ideas for future collaborations and we are all looking forward to the next Advisory Board Meeting in 2015!

Kilpisjärvi Information Systems Seminar (KISS)

One of the most established research seminars in the field of information systems takes place in Kilpisjärvi, at the border of Finland, Sweden and Norway. The KISS information systems research seminar was established year 1990 by professor Ari Heiskanen, and has since then been running constantly already for 24 years. Since 2012 University of Turku has been the responsible organizer for KISS.

The Kilpisjärvi seminar traditionally takes place at the time of best spring snow and light in Kilpisjärvi. Year 2015 the seminar will take place 23.–27. March.

Trademarks of the Kilpisjärvi seminar are small workshop-like working (some 50 participants can be included), diversity of research topics, plenty of time for free discussions even in the outdoor settings of the magnificent mountain Lapland scenery, mutual support and co-operation in research initiatives. One can say that we are also searching for the connection to the Lappish mythology, where Shamans represented individuals with extreme, often supernatural skills and harmony of life.

The seminar takes place at the Kilpisjärvi Biological Station of University of Helsinki. This will grant the participants a boutique hotel-level accommodation and services and modern telecommunications infrastructure.

The seminar has traditionally worked on invitation only-basis. The concept contains no immediate publications producing. Now we are on the way of establishing KISS as a yearly meeting place also for the ERCIS community, so be on alert when the invitation reaches you.
For the 28th Bled eConference our main tracks will explore the #Wellbeing of people in the context of Internet, Social Media, Mobile and the Internet of Things. We wish to explore the opportunities to make life easier and more comfortable as a result from new technologies, including specific opportunities for the "young elderly" and senior citizens.

However, we are also interested in exploring the "dark side of e/" and invite contributions that discuss the downside of big data, connectedness, quantified self and other innovations that may carry serious risks to individuals and society as well. We view the eConference as an excellent platform for finding the balance between the benefits and risks.

In 2014 we first joined forces with the "Liv- ing Bills and Things" conference on the Internet of Things resulting in an interesting blend of themes and researchers from different fields interacting in lovely Bled. We therefore especially invite papers that make the combination between these two worlds. In particular, but not limited to as we welcome also traditional topics related to any aspect of "ex research, we are interested into the following topics: eWellness, eHealth, Internet of Things, Social Media and Big Data.

Besides research tracks, the conference offers also business panels and workshops, EU projects’ presentations, Horizon 2020 day, Students’ ePrototype Bazaar and Graduate Student consortium. More information is available at the conference website: http://bledconference.org

In 2014, two doctoral graduate schools in Bergamo, Italy (June) and The Hague, Netherlands (November) were organized by the graduate school in order to provide doctoral students of the network the opportunity to present their research and receive feedback from active faculty of the schools, including both Prof. Dr.-Ing Bernd Heilingrath and Prof. Dr. Stefan Klein. Complementing these schools organized every sixth month, the regional Netherlands and Germany learning circle event was organized at the end of October by both ERCIS members with the main theme of "PhD Research: Philosophy and Practice". In this context, one of the sessions was facilitated by Prof. Porto (University of Sao Paulo, Brazil) titled "What are the types of theory in Information Systems and what is the theoretical contribution I envisage for my research?"

The succeeding, already the 7th SIGSAND/PLAIS EuroSymposium on Systems Analysis and Design was held in Gdansk on September 25th, 2014. There were 3 organizers of this event, I.e. the Special Interest Group on Systems Analysis and Design (SIGSAND) of the Association for Information Systems (AIS), the Polish Chapter of AIS (PLAIS) and the Department of Business Informatics of the University of Gdansk. The EuroSymposium Proceedings were published in Springer series Lecture Notes on Business Information Processing (LNBIP 193) with level of acceptance – 40%. The scholars from 6 countries were participating in Symposium – from USA, Czech Republic, UK, Ukraine, Germany and Poland.

The 7th EuroSymposium had the hybrid form – most papers were presented as videoconferences. The ERCIS logo was exposed on electronic and paper documents of EuroSymposium 2014. The next EuroSymposium will be held in Gdansk on September 25th, 2015.

The second day of the event was devoted to educational and professional standards in the sphere of Business Informatics and the problems of academia-business relations. WWU Muenster representative, Dr. Dr. Victor Taratushkine took part in the conference with a report on ERCIS Lab and SAP discussed how to proceed, especially in terms of cooperations with business partners in Russia.
In March 2014 the Institute for Information Systems at the University of Liechtenstein hosted the Design Thinking Workshop in cooperation with SAP University Alliance. The workshop offered students the chance to learn Design Thinking – a human-centered, prototype-driven process for innovation that can be applied to product, service, and business design. The winning team of the Design Thinking competition was invited to the SAP InnoJam@CeBIT in Hannover – the world’s largest information technology event. Master’s student Dominik Dür had the honour of presenting his group’s solution on the SAP stage during the final.

Study Trip Vienna

Master students from the University of Liechtenstein travelled to Vienna for lectures at the Vienna University of Economics and Business with the ERCIS partner Prof. Dr. Jan Mendling in April 2014. Besides the lectures, the student also explored the cultural sides of Vienna.

Business Process Management (BPM) Round Table

On May 15th 2014, the 2nd European Business Process Management (BPM) Round Table took place at the University of Liechtenstein. The European BPM Round Table was initiated and firstly organized in 2011 by the Technical University Eindhoven. At the University of Liechtenstein, more than 170 participants from 16 countries, including 11 presenters from eight countries and representatives from more than 40 companies, discussed current topics in BPM and the potential for driving innovations in a digital world. Impressions of the day and further information can be found on: www.bpm-roundtable2014.eu

1st Liechtenstein Hackathon

In September 2014 the Institute of Information Systems hosted the first Liechtenstein Hackathon organized by the IT Crowd Club Liechtenstein. Over the course of 51 hours – from Friday evening to Sunday evening – a mobile app for Liechtenstein was developed. The concept of the Hackathon is an internationally established format for the creation of a software application in a defined time frame, with as many software developers and designers as possible being involved. The Liechtenstein Hackathon 2014 developed an interactive app for tours through Liechtenstein (historic tours and guided excursions, circular walks with information, geocaching, interactive community rallies and also fictional stories like detective stories and murder mysteries). Some of those taking part stayed at the university overnight, in order to make the best possible use of the time available.

All in all, there were more than 25 developers taking part in the Hackathon. The app was presented to the public at the LIHGA – the Liechtenstein trade fair with 200 exhibitors from six nations.

European Data Privacy Day

On January 28th 2014 the Institute of Information Systems hosted an event in relation with the 8th European Data Privacy Day. Over 120 visitors attended the event with the title: “How healthy is Big Data? The chances and risks of collecting data in the health system.” The talk by Claudia Leonie Wasmer, Data Protection Expert in the field of health insurance, was followed by a panel discussion with experts from the University of St. Gallen, the Liechtenstein Forum of Information and Communication Technology and the Liechtenstein hospital. The European Data Privacy Day takes place annually in collaboration with the Liechtenstein Data Protection Office.

Study Track at MKWI 2014

This track offered students the opportunity to actively participate in the MKWI, Master-level students are invited who are interested in either an IT-related position in industry or a PhD studies in information systems. The consortium will provide a platform where students, scientists and practitioners get together and discuss research topics on an expert level.

European Data Privacy Day
**Lorato** is a leading European BPO provider. Over 65,000 employees design and produce customized solutions for business customers from all over the world, covering a wide range of business processes along integrated service chains. These include all services related to the creation and distribution of printed products and digital storage media as well as data management, customer care, CRM services, supply chain management, digital distribution and financial services as well as qualified and customized IT services.

**Our Offers**

We design intelligent business processes to meet the challenges faced by our customers. Our solutions truly add value! Thanks to our operational expertise and innovative capacity, we will continue to develop unparalleled outsourcing solutions for our customers.

**Become part of our team as an intern for 3 to 6 months or join us as part of our Executive Assistantship to get an up-close look at the work of our company management.** You’ll support our managers in their operational and strategic activities and work in the development of business activities as well as growth, investment, and sales strategies.

**Requirements**

- Studies in Business, Informatics or related subjects
- First practical experience by challenging internships in Germany or abroad
- Entrepreneurial thinking, motivation and creativity
- Ability to manage projects
- Customer oriented

**Interested? Find out more about us and the opportunities to work at lorato on our career website careers.arvato.com or contact Karsten Kraume for more information.**

We are looking forward to hearing from you!

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**ABOUT THE COMPANY**

As a leading supplier of merchandise management systems, Bison offers whole solutions for retail. Bison has its headquarters in Sinsen, employs approximately 600 staff and generates a turnover of over EUR 300 million. With over 30 years of market experience, Bison makes a reliable, secure contribution to the success of its customers. Each customer receives comprehensive and long-term support, with a focus on mutual trust and the protection of customers’ IT investments.

Bison Retail Solution was specially developed for the retail sector. This solution covers the core processes for goods management and at the point of sale in full. By integrating a solution for traceability, Bison is offering a modern, up-to-date package of solutions. Based on the standard solution and individually tailored to customer preferences, considerable added value is created for the customer.

The Bison Retail expertise hub has comprehensive process knowledge and can provide and implement technical solutions, above all in all areas relating to multi-channel sales processes. Bison Process enables a cross-channel sales approach and process management, including in-store, e-commerce and m-commerce. This industry model provides retail-specific processes. These can be individually configured to meet the company’s requirements, without programming and without losing the release capabilities of the software. The open architecture of Bison Process ensures the company a high level of investment protection; the software is always a step ahead of challenges in the market, both in terms of its technology and its functionality.

The product portfolio is complemented by POS solutions, electronic shelf labeling (ESL), mobile solutions for mobile end devices and digital signage solutions. Bison’s modern POS solution can be perfectly integrated into existing system environments thanks to the modular structure and its exceptional flexibility. Thanks to the ESL concept, the headquarters or individual branches can respond quickly to changing market or price situations. The wireless base station simplifies internal processes and creates a direct connection between the shelf and POS. The high quality display is based on leading e-paper technology and guarantees optimum readability and no reflections on the screen. In addition, the electronic shelf labeling at the POS creates new possibilities in terms of information. This is used not only for product identification and price labeling, but also in combination with specially developed apps it also provides further useful services for the customer in terms of traceability of the product, product features, contents (allergens) etc. Thanks to the mobile solutions, normal Smartphone devices can be turned into powerful mobile hand-held devices. The scanning solutions include a barcode scanner, a magnetic card reader and an optional Bluetooth component to connect a mobile printer. The new RFID option vastly expands the range of uses. Thanks to standard or individually programmed applications, the devices offer a multitude of application possibilities, e.g. stocktaking, order creation, goods-in process and picking. Bison offers innovative communication options through digital signage. The solutions can be managed efficiently thanks to the simple user functionality and automatic interfaces. The iBeacon technology means that a range of useful services are possible in retail, for example targeted display of product information at the POS in real time, guidance of visitors when they enter the shops and display of personalised special offers. In principle, this standard offers comprehensive support for mobile purchasing, it also makes it possible to carry out a detailed analysis of customer purchasing behaviour data.

Bison is a general contractor and covers all the processes of a modern retailer using integrated solutions, from the central ERP system to branch management to POS systems and digital signage.

**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
- E-Paper integration options (e.g. Electronic Shelf Labelling)

**Job Opportunities**

- For students: Diploma/bachelor theses in operating procedures
- For graduates: Consultants, software developers, project managers and sales representatives

For further information please visit www.bison-group.com
Deloitte is the brand under which over 200,000 professionals in independent firms throughout the world collaborate to provide a broad spectrum of services ranging from audit to tax and legal advice, consulting, and corporate finance. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality services to our clients. Combining specialized knowledge and in-depth industry expertise within multi-disciplinary teams, we deliver the insights needed to address complex business challenges. Our clients include renowned enterprises of Deloitte. In 2013, Deloitte grew for the fourth consecutive year and achieved a revenue of $34.2 billion.

We are seeking to interact with you as ERCIS member institutions in order to explore the opportunities for developing efficient and innovative first class IT solutions to fulfill business strategies. We are looking forward to getting in touch with you, being your partner in providing real-life industry insights, and getting your inspiration as a dedicated scientific institution.

**Topics of Interest**

Deloitte is leading in innovation to help companies to be successful. That requires a clear understanding of what impacts markets – and thus our customers – as well as what will impact them in the future. Semantic studies, monitoring, and trend projections are our tools to help our clients and solidify our position as pioneers. As a result, we continuously extend our service offering to account for trends. A good example are services like Big Data and Analytics. Here Deloitte has recently been named leader in “Analytics IT Consulting” by a top research & analyst firm.

**About the Company**

Deloitte is one of the world’s leading, continuously fast growing global strategy consulting companies. In Germany Deloitte also offers a wide range of consulting services, including Technology, Human Capital, Strategy and Operations related services across all industries. The Technology practice is supporting the CIO in addressing complex business and IT challenges. The service portfolio encompasses IT Strategy, IT Architecture, IT Governance, IT Sourcing, IT Effectiveness, IT M&A, Information Management, Enterprise Applications as well as SAP-related services. Out of sixteen offices in Germany, we are working with clients from various industries in multidisciplinary national and international teams to satisfy our customer’s needs. Forrester Research Inc. labeled Deloitte a leader and “the gold standard” in IT organization redesigning.

**JOBS OPPORTUNITIES**

As an integral part of Deloitte's ambitious growth strategy, we are always looking for graduates, young professionals and professionals having the desire to start their career at Deloitte. We offer workshops to provide insights into what it’s like to work as a consultant. We would like to welcome you as a participant in our upcoming ERCIS seminars, working with us on innovative solutions for current and upcoming issues of CIOs. Are you interested? Then follow us on Facebook, pay attention to news on the ERCIS website and visit deloitte.com/careers for open positions.

Facebook.com/deloitte.deutschland
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**Want ad digital minds!**

You are bold, creative, and cosmopolitan – these are the qualities which characterize Detecon consultants and which we want to see in you. You are enthusiastic about technologies and business and view yourself as a part of the digital future. You have made substantial progress toward your degree in economics, technology, or natural science. Ideally, you have gained experience during high-level internships in relevant areas and have shown that your horizon extends substantially farther than the next examination. We are happy to see you have spent one or more semesters abroad or have had initial experience working internationally. And if you can point to a long-term commitment to an area or a cause alongside your studies – whether social, cultural, or even athletic – that will really arouse our interest in you.

Learn more about career at Detecon and current vacancies: http://www.detecon.com/en/Career/Students

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Deloitte is the place

Would you like to have a part in shaping the world of tomorrow? When you work with us, you will gain exciting insights. Our trump card is the unique combination of technological expertise, business know-how, and experience in handling transformation which is an especially distinguishing feature of our consultants. They have proven this over and over in innumerable successful projects covering the whole digital world in Germany and abroad. Leading digital!

**Experience in all Industries**

We make ICT strategies work! We are determined to keep this promise to our clients, so our consultants accept an enormous range of challenges. We drive digital transformation forward. The tasks which we take on and solve for our clients are just as varied and different as the industries and the companies we work for worldwide. Our clients include companies from virtually every branch of the industrial and service sectors.

**About the Company**

ICT Management Consulting
Detecon International is one of the world’s leading management consulting companies. In Germany, Detecon has long been recognized as one which combines classic management consulting with outstanding technological expertise. This approach of thinking in terms of these two areas simultaneously will determine the future performance of every company.

Our business is consulting, our strengths are digital technologies and networks. For more than 30 years, we have been supporting companies and telecommunications providers around the globe, helping them to improve the sustainability of their competitiveness and performance capabilities along the entire value chain with the aid of innovative technologies. Moreover, we offer our clients solutions in all fields of classic corporate consulting: strategy, organization, processes, and HR management.

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Would you like to have a part in shaping the world of tomorrow? When you work with us, you will gain exciting insights. Our trump card is the unique combination of technological expertise, business know-how, and experience in handling transformation which is an especially distinguishing feature of our consultants. They have proven this over and over in innumerable successful projects covering the whole digital world in Germany and abroad. Leading digital!

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The European Centre for Women and Technology (ECWT) provides a European level meeting place for 130+ leading public-private actors, academia and NGOs collaborating for measurably and significantly increasing the number of girls and women in technology in general and ICT in specific. ECWT serves as a European single point of contact for information, collection and analysis of data, research and the development of appropriate methodological tools to attract more girls to Science, Technology, Engineering and Mathematics (STEM), for nurturing and retaining women in the knowledge economy through industry and entrepreneurial careers, for promoting the female talent to provide added value to ICT solutions, for supporting more female ICT business start-ups and consolidating the largest network for closing the Digital Gender Gap in Europe.

The ECWT strategy is implemented through National Point of Contacts established in 21 countries (2013) hosted by key national public actors (CTI, Switzerland; Swedish Agency for Economic and Regional Growth, Malta Information Technology Agency), corporate companies (SAP and SAP Research), universities (Aalto University, Finland; CISRE Formazione Avanzata / Università Ca’ Foscari Venezia, Italy; KIT – Germany, NTNU, Norway; Reykjavik Technical University), SMEs (Global Contact, France; PROMIS®Service Luxembourg; Zen Digital, Belgium), national ICT, telecom and trade associations (DI ITEK, Denmark; Intellect, UK; InfoBalt, Lithuania; PIT, Poland) and NGOs (ATI, Spain; Bulgarian Centre for Women and Technology, Bulgaria; EWMD Portugal; Femei in Tehnologie, Romania; HEPI, Greece; NaTe, Hungary; VHTO, The Netherlands).

End of 2013 ECWT celebrated its 5th year in action. Having been founded just before the global financial and economic crisis, sustaining our network was indeed a challenge. 2013, has, however, resulted in a real breakthrough for ECWT: involvement in the European Parliamentary Hearing on Women in ICT and in two European level and several national pledges for the Grand Coalition for Digital Jobs:

- WePROMIS® – to support women’s business start ups and SMEs in taking up cloud based interactive services, multi-lingual content, e-Learning, compliance tools managed by PROMIS®Service and build communities of e-Mentors (STEM scientists and corporate business leaders) and Mentees (schools, universities) managed by ECWT
- the awareness raising initiative European Digital Girls / Digital Woman Award that was handed out for the first time at ICT 2013 in Vilnius;
- a national action plan Gender Diversity in Digital Jobs presented 10 December in France;
- a similar national action plan to be launched in Greece the 4 April 2014.

In 2013 ECWT has also been approved as member of the COST genderSTE Network as well as research partner in the FP7 SiS project: SEiSMiC – Societal Engagement in Science, Mutual learning in Cities – A Mobilisation and Mutual Learning Action Plan: mainstreaming Science in Society actions in research.

We are proud to have ERCIS among our Members and believe that with the extended governance structure adopted from 2014 ECWT Alliances and ERCIS Competence Centres should be able to identify joint research priorities for working together within HORIZON 2020.

Personally I am also confident that ECWT’s Gender Action Plan that has resulted in an increase of female researchers at Simula Research Laboratory from 19% in 2009 to 26% end of 2012 should be of interest to ERCIS Members. I therefore look forward to closer interactivity between our networks!
The PICTURE GmbH intends to promote organizations in their modernization efforts. We combine a methodical approach, technical support and considerable process expertise with a sustainable qualification approach. This integrated approach helps to achieve success in process management. The PICTURE GmbH is a spin-off of the University of Münster, founded in 2007 by Lars Algermissen and Thorsten Falk. Thereby the PICTURE GmbH stays connected with the university and still benefits from a transfer of knowledge. The core business segment of the PICTURE GmbH is process consulting, process analysis and organisational design. The PICTURE GmbH is a consulting firm as well as a software company with consultants and developers specialised on process consulting. The company is well known for the PICTURE method and the PICTURE platform, which in combination allows describing, analyzing and optimizing business processes within organizations.

THE PICTURE METHOD – EASY. EFFECTIVE. EFFICIENT.

On the basis of 24 building blocks the Picture method provides the opportunity of process controlling by gathering and illustrating process data in a plain and transparent manner.

This method of process modelling lays the foundation for an extensive business assessment, as it offers a target-oriented and efficient way to analyze the coherencies of a company's organisational structure and business procedures.

The following illustration furnishes a brief overview about the Picture method.

- Self-Explanatory
- Simplified process modelling due to easy-to-use an intuitive components.
- Standardized Process Description
  Increased comparability and analysability due to a formal and contextual standardization of the description level.
- Instruction and Integration of Employees
  Due to its simplicity it enables employees to adopt this model quickly and fosters staff acceptance.
- Flexibility in Process Description
  The Picture method can be personalized according to the individual requirements of organizations.
- Efficient Process Modelling and Activity Analysis
  The 24 building blocks enable to filter essential information for further analysis.

THE PICTURE PLATFORM

The Picture method is embedded in the web-based Picture platform. This platform serves to support process management within organizations as well as inter-site projects. The PICTURE platform is tailored to the special needs of organizations and aims to provide a vivid, precise and generally intelligible methodology to illustrate these needs through customized processes.

Visit our website www.picture-gmbh.de

JOB OPPORTUNITIES

Job Opportunities at the PICTURE GmbH:
- (Junior) Sales Consultant (f / m)
- (Junior) Consultant (f / m)
- Software Developer (f / m)
- Student Assistant (f / m)

TOPICS OF INTEREST
- Process management and optimization
- Quality Management and Risk Management
- Organizational review
- Knowledge Management
- Task and Product Review
- Software implementation
- Process Benchmarking
- Change Management
- Process-oriented Budgeted Consolidation
- Implementation of Document Management Systems Reorganisation
- Studies Interface Analyses
- Implementation of Software

ABOUT THE COMPANY

Firma Räckers is a medium-sized family company based in Germany, in the heart of the Münsterland region. The company's structures and processes are transparent and are aligned with modern requirements to businesses. The product portfolio is composed of standardized modules, as well as system solutions and special custom-made solutions. Customer satisfaction is the major goal of Firma Räckers and it is achieved by providing competent consultation, individual solutions and tailor-made systems.

The Räckers team consist of competent specialists and experts. Since the company's foundation, its personnel grew from 1 to approximately 200 employees. Structured distribution of areas of responsibility and close cooperation with renowned companies on national and international levels ensure the best outcomes.

Since the inception of Firma Räckers, its product range has been constantly extended. The company started with adhering rubber profiles in 1981. Now the service portfolio spans from raw materials processing to fully assembled end-products. In particular, Firma Räckers offers its customers CNC aluminium processing, CNC sheet metal processing, coating with chemical pre-treatment, assembly works, as well as industrial bonding and foam-moulding technologies. For many years Firma Räckers employs just in Sequence production, which increases responsiveness of the whole team.

Please visit our website for further information: www.raeckers.de

FIGURES – DATA – FACTS
- 2 Executive directors
- 1 Authorised officer
- approx. 200 Employees
- approx. EUR 24 million 2012 Turnover
- 100,000 m² Plant area
- 20,000 m² Production area
About the Company

Saracus is one of the leading independent consulting companies for data warehousing, business intelligence, corporate performance management and analytical customer relationship management. It is based on long-term experiences and gets updated permanently. Since 2012, DWherc has been extended by comprehensive sectoral data models to provide comprehensive solutions for all sectors—first of all, for the sector insurance. DWhinsurance. Further data models (e.g., retail, telecommunication, manufacturing) will follow.

DWh Academy

The DWh academy is a platform for data warehousing projects. It is a forum for companies to share knowledge and best practices. The academy is open to all members of the DWH community and provides a platform for sharing experiences and ideas.

About the Company

The management consultancy zeb is founded in Münster by university professors Prof. Dr. Bernd Roloff and Prof. Dr. Dres. h. c. Henner Schierenbeck. Their goal is to respond to the growing need for consulting services in banking. In doing so, they are equally committed to both excellent conceptual design and supporting practical implementation—and they quickly evolved zeb into a reputable management consultancy for the financial services sector. Now, zeb is one of the leading management consultancies specializing in the financial services sector with over 950 employees, 18 offices in 13 European countries, an annual turnover of EUR 169 million and an average growth rate of approx. 20 percent. Zeb supports credit institutions, banks, and IT service providers as well as insurance companies and financial sales organizations. Our clients include large, regional and private banks, savings banks, Landesbanken, institutions of the Co-operative Financial Services Network as well as specialized commercial banks.

People at zeb have know-how, know-when, knowwhere and know-why. Years of experience and profound industry knowledge create a highly specialized working environment and a team of experts that not only benefits our clients, but also every new colleague. A strong employee retention rate lies notably above the average and a large number of specialists and employees with a doctorate degree who work at zeb are furthermore proof that we are happy to share our success with our employees. Our expertise covers all areas from strategy and sales to organization, corporate management, human capital and IT. While always keeping the current situation in view, we develop visions and innovative strategies. They are a valuable tool in the implementation of projects.

Topics of Interest

As the partner for change, we aim at improving our clients’ performance and competitiveness through providing competent advice. The heterogeneous nature of the financial services sector requires tailored consultancy solutions. To meet these requirements, we focus on holistic customer support through individual market managers as well as specialized sales organizations. Our clients include the largest European management consulting company specialized in financial services, as well as insurance companies and financial sales organizations. Our clients include large, regional and private banks, savings banks, Landesbanken, institutions of the Co-operative Financial Services Network as well as specialized commercial banks.

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Jobs Opportunities

- IT Consultant
- IT Manager Risk Management
- Senior Consultant IT Strategy and Transformation
- SAP Consultant

Additional career opportunities are posted at https://recruiting.zeb.de/
CHRIST
Jeweler and watchmaker since 1863.

The Christ jewelry stores lead the market in Germany in the mid to upper price range of the jewelry and watches segment.

HILTI CORPORATION
Hilti provides leading-edge technology to the global construction industry. Hilti products, systems and services offer the construction professional innovative solutions with outstanding added value. The headquarters of the Hilti Group are in Schaan in the Principality of Liechtenstein. Some 21,000 employees in more than 120 countries around the world, enthuse their customers and build a better future. The corporate culture is founded on integrity, courage, teamwork and commitment.

Hilti excels through outstanding innovation, top quality, direct customer relations and effective marketing. Two-thirds of the employees work directly for the customer in sales organizations and in engineering, which means a total of more than 200,000 customer contacts every day. Hilti has its own production plants as well as research and development centers in Europe, Asia and Latin America.

Founded in 1941, the worldwide Hilti Group evolved from a small family company. Since 2000, the Martin Hilti Family Trust holds all shares and, since January 2008, all participation certificates of Hilti Corporation. This safeguards the further development of the company founder Martin Hilti’s life’s work in the long term.

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 (EAI) for the improvement of business processes.

OWNCLOUD
OwnCloud gives users universal access to their files through a web interface or WebDAV. It also provides a platform to easily view & sync contacts, calendars and bookmarks across all devices and enables basic editing right on the web. Installation has minimal server requirements, doesn't need special permissions and is quick.

ownCloud is extendable via a simple but powerful API for applications and plugins.

The company makes it possible for developers to work full-time on ownCloud, organizing ownCloud events, marketing ownCloud to a wider audience and supporting companies, governments and schools in their ownCloud deployments.

The business model of ownCloud Inc. is very similar to other successful Open Source companies, offering services and support around ownCloud for the enterprise. The company is dedicated to working entirely in the open, accelerating development in the areas of its customers’ needs while enabling a completely open development process where everybody can contribute.

For more information, visit www.owncloud.org.

SAP
As market leader in enterprise application software, SAP (NYSE: SAP) helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device – SAP empowers people and organizations to work together more efficiently and use business insight more effectively to stay ahead of the competition.

SAP applications and services enable more than 251,000 customers to operate profitably, adapt continuously, and grow sustainably.

For more information, visit www.sap.com.
**OUTLOOK FOR 2015**

### JANUARY 2015

### FEBRUARY 2015
- PhD-Skiseminar – February 09-14, Flumsberg, www.uni.li/iwi

### MARCH 2015
- Student Consortium at WI 2015, March 4-6, Osnabrück, Germany, organised by the University of Liechtenstein, www.wi2015.de
- Kilpisjärvi Information Systems Seminar (KISS), March 23-27, Kilpisjärvi, Finland
- 34th International Conference on Organizational Science Development, March 25-27, Portoroz, Slovenia, http://fov.uni-mb.si/conference

### APRIL 2015
- Study Trip to our ERCIS-Partner, Vienna, www.uni.li/iwi

### MAY 2015
- 10th International Conference on Design Science Research in Information Systems and Technology (DESRIST), May 21-22, Dublin, Ireland, http://desrist2015.computing.dcu.ie
- The Centre for Emergency Management (CEM) at University of Agder will host the 12th International Conference on Information Systems for Crisis Response and Management (ISCRAM 2015) on May 24-27 2015 in Kristiansand, Norway. Conference URL: http://isram2015.uia.no/

### JUNE 2015
- 28th Bled eConference #Wellbeing, June 7-10, Bled, Slovenia, http://bledconference.org

### AUGUST 2015
- ERCIS Annual Workshop, August 24-26, Miño, Portugal

### SEPTEMBER 2015

### OCTOBER 2015
- 18th International multiconference Education in Information Society, October 2015, Lubiana, Slovenia, http://vivid.fov.uni-mb.si/

### DECEMBER 2015
- International Conference on Information Systems (ICIS 2015), December 13–16, Ft. Worth, TX, USA

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**ERCIS TEAM**

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

The ERCIS team consists of Dr. Armin Stein, who is the managing director of the ERCIS network, as well as Dr. Katrin Bergener and Dr. Sara Hofmann, who works part-time for the network during her Ph.D. studies. In addition to answering emails, the team helps in organizing events, maintaining the website, organising the network communications and supporting project applications.

If you are interested in the network, get in touch with them!