THE ERCIS NETWORK

ERCIS – the European Research Center for Information Systems – is an international network of scientists conducting cooperative research in the field of Information Systems (IS). The Network was founded in 2004 at the University of Münster and is funded by the German State of North Rhine-Westphalia and the University of Münster.

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

ERCIS is notable for excellent communication and uncomplicated initiation of research cooperation and research projects. Among ERCIS’ major strengths are the personal contacts between researchers, which make it a vibrant network. ERCIS covers a wide range of disciplines associated with IS and perspectives on IS research.

The Network is headed by the Board of Directors in Münster, which is composed of one academic director, namely Prof. Dr. Jörg Becker, and eight additional professors all active in the IS research field. Moreover, ERCIS involves numerous internationally renowned researchers from more than 20 associated research institutions, as well as members of the Advisory Board coming from diverse industry companies.

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. Joint lectures and guest talks organised by several ERCIS members contribute to the internationalisation of teaching.

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

www.ercis.org

PREFACE

DEAR FELLOW ERCIS PARTNERS AND INTERESTED READERS OF THIS REPORT,

What an amazing year 2015! In my eyes, we again encountered a year with a lot of great experiences in the ERCIS network. I think the most prominent event in 2015 was the European Conference on Information Systems (ECIS 2015) in Münster. With so many ERCIS partners involved in the program committee, as track chairs, as workshop organizers, as associate editors, as authors or just as participants, we can definitely say that it really was an ERCIS-ECIS. After such a long time preparing and looking forward to this conference in Münster, I have to say that we were also quite sad when ECIS was finally over. However, thanks to all of you who did such a great job in helping us making the ECIS in Münster memorable!

Apart from the ECIS, a lot of other things happened during the last 12 months – be it joint teaching, projects, research, advisory board meetings, new network members, or our great annual meeting. Read for yourself!

As a really nice tradition, we again had our ERCIS Annual Workshop at one of our partner universities. This year, the University of Minho, as new ERCIS member, stepped forward and hosted the Annual Workshop in Portugal. We discussed several strategic topics and ideas for collaborative projects and enjoyed the beautiful city of Guimarães. For everybody, who missed the ERCIS Annual Workshop, the University of Minho will hold the ECIS in 2017, thus, there will be a good opportunity in the future to head (back) to Guimarães.

In addition to several courses for graduate and undergraduate students that we conducted in the ERCIS network, I am very happy to announce that two ERASMUS+ proposals, set up with consortia of several ERCIS members, were accepted for funding by the EU. The ERASMUS+ programme aims to boost skills and employability, as well as modernising education. Erasmus+ supports transnational partnerships among organisations to foster cooperation and bridge the worlds of education and work in order to tackle the skills gaps we are facing in Europe. In this line, the two projects will help to not only modernise education but also foster the exchange of knowledge and experiences in different fields of education between the ERCIS partners. I am really looking forward to the results of those projects!

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Another EU project with several involved ERCIS members is the Horizon 2020 RISE BPM project that officially started with a kick-off meeting during the ECIS 2015 in Münster. A RISE project supports short-term mobility of research and innovation staff at all career levels, from the most junior (post-graduate) to the most senior (management), including also administrative and technical staff. Thus, we will have a lot of staff exchange between ERCIS members in the next years that will, again, help to strengthen our ties.

A personal highlight for me was my honorary doctorate that I received from the University of Turku in May this year. The most memorable part for me was the academic procession that included the University’s rectors, professors, conferrers, honorary doctors and doctors and lead from Turku Concert Hall down to the Cathedral right through the town. A really unforgettable experience.

I believe that this short recap shows that this year was full of great events and achievements that were possible because of all of us being members and contributing to the ERCIS network. Let’s keep up that spirit and let’s see what lies ahead for 2016!

All the best,

Jörg Becker
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| University of Twente |
| GDANSK/SOPOT — POLAND |
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| University of Minho |
| HAMILTON — NEW ZEALAND |
| University of Waikato |
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| Simon Kuznets Kharkiv National University of Economics |

### NEW JERSEY — USA

- Stevens Institute of Technology
- Higher School of Economics Nashy Novgorod
- Charles University in Prague
- Universidade Nova de Lisboa
- Northern Arizona University
- University of the Sunshine Coast
- Edithvale-St Kilda Secondary College
- Pace University
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**ERCIS Network**

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Professional Communication in Electronic Media

Chair of Practical Computer Science

Chair for IS and Interorganizational Systems

Institute for Information, Telecommunication and Media Law (ITMD)

Chair for Information Systems and Logistics

Institute of Medical Informatics

Chair of Computer Science – DBIS Group

**International Partner Institutions**

Bordeaux/Talence — France

Kedge Business School

Brussels — Australia

Queensland University of Technology

Copenhagen — Denmark

Copenhagen Business School

Enschede — The Netherlands

University of Twente

Gdansk/Sopot — Poland

University of Gdansk

Guimarães — Portugal

University of Minho

Hamilton — New Zealand

University of Waikato

Kaunas — Lithuania

Kaunas University of Technology

Kharkiv — Ukraine

Simon Kuznets Kharkiv National University of Economics

**New Jersey — USA**

- Stevens Institute of Technology
- Higher School of Economics Nashy Novgorod
- Charles University in Prague
- Universidade Nova de Lisboa
- Northern Arizona University
- University of the Sunshine Coast
- Edithvale-St Kilda Secondary College
- Pace University
- University of New South Wales
- Queensland University of Technology
- UNIST
- Seoul National University
- Hanyang University
- President’s Office of KAIST

**Competence Centers**

- Conceptual Modeling
- Connected Organization
- CSCS Management
- E-Government
- Service Science
- Smarter Work

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- Information Society IS 2015 Education in Information Society
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- ERCIS Disrupts Münster
- 27th ERCIS in Münster

**Advisory Board**

- avato Bertelsmann
- avanum
- BISON
- Deloitte
- Detecon
- ECWT
- ownCloud
- PICTURE GmbH
- Rickers
- Saracon
- zeb
- Further Advisory Board Members

**Outlook for 2016**

- ERCIS TEAM

**Imprint**
Having joined ERCIS just last year as probationary member, Isabel offered to host the Annual Workshop immediately in 2015. Although Stanislaw Wrycza, our partner at the University of Gdansk, had already offered his location, he kindly agreed to provide our newest member with the opportunity to present themselves. As a result, the official Certificate of Membership was signed during the Workshop.

Following the traditional structure, the Workshop started with a welcome reception at Casa Amarela in the city center of Guimarães for those who had already arrived Monday evening. This year, participants from France, Germany, Italy, Liechtenstein, Lithuania, the Netherlands, Norway, Portugal, and Switzerland participated.

The workshop started with a welcome speech by Isabel Ramos and Jörg Becker, followed by a recap of ERCIS activities, ongoing activities, and the plans for 2016, presented by Armin Stein.

Peter Rohner, representative of the University of St. Gallen, presented an analysis of the Failure and Success of Large Scale IT Projects. Unfortunately, failed projects are usually not very well documented due to, e.g., covertness of the people involved or the transfer to new projects. This reduces the opportunity to not repeat the mistakes that have been made. Several decisions of the Swiss Government show how important a carefully planned and implemented project is: A review of 15 large IT projects performed by the University of St. Gallen made the Swiss Government change the code of conduct of how they handle Large Scale IT Projects. For future studies, the researchers offer a tool that allows for a web-based assessment of the current project’s status. It is being evaluated if a European-wide study, conducted by the ERCIS network, might be feasible.

The next session was led by João Álvaro Carvalho of the Universidade do Minho, titled “European Doctorate: Exploring Opportunities for Collaboration in Education”. João presented different scales of possible collaborations, starting from Doctoral Consortia, lasting several hours to a few days, to Summer Schools, lasting for one to two weeks, ending with research stays that might take several months or even years. More topics were the joint supervision of PhD students, or larger scale solutions like the “Joint ERCIS/European Doctorate”. The ERCIS team, together with Bjørn Erik Munkvold and Fons Wijnhoven, will elaborate on means to make such endeavours possible and collect the requirements from interested partners.

Rimantas Butleris and Kęstutis Kapočius from the Lithuanian Kaunas Technical University presented the new Framework Programme of the European Commission, Horizon 2020. They carefully selected the areas that might be of interest for the network, leading to a document that includes ideas of the participants for potential future proposals.

Finally, Jörg Becker introduced his new vision of an over-arching topic for the network: The Digital Agenda. In his two interactive sessions, he asked the participants to pin down their thoughts about the societal impact of digitization, leading to a very diverse set of topics, which will be followed up by the network in the future.

The conference dinner took place at Papa Boa, a traditional restaurant in the heart of Guimarães.

Before the closure, the participants also thanked Sara Hofmann for her dedicated work for the network during the last four years. Sara will leave the team and start as Associate Professor at the University of Bremen.

The next Annual Workshop will take place in Kristiansand (Norway), August 24th–26th 2016.
NEW ERCIS MEMBER
Enrico Spagnoletti, son of Paolo Spagnoletti, was born in 2014 and officially joined the ERCIS network in 2015, when he received his ERCIS outfit.

LUISS-NEWS
- MASTIS project on “Establishing Modern Master-level Studies in Information Systems” funded by the Erasmus+ Programme
- Institutional partnership between LUSS and IWI-HSG following the exchange of ERCIS members Robert Winter and Paolo Spagnoletti
- The Springer series Lecture Notes in Information Systems and Organization (LNISO), started by CeRSI-LUISS in 2012, indexed on Scopus. ERCIS members are invited to propose new volumes.

MEDICAL INFORMATICS IN MÜNSTER:
MOM IS AN OFFICIAL EUROPEAN RESEARCH INFRASTRUCTURE
The world-wide largest public portal of Medical Data Models (MOM) (http://www.medical-data-models.org) was established by the Institute of Medical Informatics in Münster. In 2015 it was recognized as official European Research Infrastructure (http://portal.merli.eu/convers-esf/publicweb/research_infrastructure/15374). To date it contains more than 4,300 data models and more than 300,000 data items with semantic codes.

STRENGTHS IN BIG DATA BRINGS A KEY IEEE INITIATIVE TO STEVENS
The School of Business is conducting pioneering work in the area of Big Data. Dr. David Belanger will be co-leading (together with Professor José Moura of Carnegie Mellon University) the 3-year IEEE initiative on Big Data. His research interests relate to his industry experience, most recently as chief scientist at AT&T Labs. These include large-scale and real-time information mining related to business operations, interactive information visualization and scalable software systems. The results of his work have resulted in many patents, and have been presented at leading international conferences.

STRATEGIC ALLIANCE BETWEEN STEVENS AND LUISS – LAUNCHING A STRENGTHENED PARTNERSHIP
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SAFER CHIP CARDS
Scientists of the CITI research institute at the University of Twente have together with their colleagues of the University of Leuven succeeded in securing chip cards against leaking confidential information. Through the use of smart algorithms, it is now possible to better secure, for instance, bank cards, public transport chip cards and electronic keys of buildings and cars against hackers.

MINEMYTEXT.COM – INNOVATIVE CLOUD SOLUTION FOR TEXT MINING LAUNCHED
It is estimated that more than 80% of today’s data is stored in an unstructured form (e.g., text, audio, video), and much of it is expressed in rich and ambiguous natural language. Modern text-mining techniques allow to (semi-)automatically extract implicit, previously unknown, and potentially useful knowledge from large amounts of unstructured textual data in a scalable and repeatable way. Researchers at the Institute of Information Systems have developed an online tool that enables fellow researchers to apply state-of-the-art text-mining algorithms on large text corpora in an intuitive and easy-to-use way. Check out the live demo that allows you to analyse more than 12,000 online customer reviews from Amazon.com at www.MineMyText.com.

STEVERS INSTITUTE OF TECHNOLOGY SCHOOL OF BUSINESS EARNACRSB ACCREDITATION
In May, the Association to Advance Collegiate Schools of Business announced Stevens Institute of Technology earned accreditation for its School of Business, a distinction held by less than 5 percent of business schools worldwide. Becoming accredited was a substantial milestone of an ambitious five-year strategic growth plan intended to reinforce the school’s mission as a business school that creates impact in a technology-driven economy.

JUNIORPROFESSOR MATHIAS FISCHER JOINS THE ERCIS HEADQUARTERS
In December 2015, the ERCIS Headquarters in Münster welcomes Mathias Fischer as new Juniorprofessor for IT security. Before heading to Münster, Mathias Fischer worked as Postdoctoral Research at the International Computer Science Institute, an independent non-profit research institute affiliated with the University of California, Berkeley. His main research interests lie in the areas of distributed systems, P2P networks, network security, and network monitoring.

EDUGLÖPEDIA.ORG
EDUGLÖPEDIA.ORG – Building a global encyclopedia for information systems education. As per October 2015, over 1,600 courses in over 250 programs from over 260 institutions in 60 countries have been registered. See: www.eduglopedia.org
Jörg Becker from Münster received honorary doctorate from the University of Turku

On the 29th of May 2015, the University of Turku (Finland) organised a Ceremonial Conferment of Doctoral Degrees, where 12 honorary doctors were conferred alongside with the doctors who completed their degree in the last two years. Each of University’s seven faculties chose one or two persons, who were be conferred as honorary doctors. The Turku School of Economics chose Jörg Becker, Vice Rector from the University of Münster and Academic Director of the ERCIS Network, as one of two honorary doctors.

Of the whole ceremony, the most visible part to the public is the academic procession that includes the University’s rectors, professors, conferrers, honorary doctors and doctors. The procession leads from Turku Concert Hall down to the Cathedral.

Lloyd’s “Science of Risk Prize”

Stefan Laube, researcher and PhD candidate in the IT Security Research Group, wins Lloyd’s “Science of Risk Prize” for the best research paper in the category “Cyber Risk”. The award-winning paper “Mandatory Security Information Sharing with Authorities: Implications on Investments in Internal Controls” was prepared with co-author Rainer Böhme. It is motivated by security breach notification laws, such as the “IT-Sicherheitsgesetz”, which are high on the policy agenda around the globe. The paper investigates how the enforcement of breach notification laws affects the incentives of firms to invest in productive activity and cyber risk mitigation. Lloyd’s judging panel, comprised of experts from academia and insurance, felt that the paper is of excellent use to cyber risk insurers as well as of wider benefit to society.

Congratulations, Stefan!

In Search of Information Systems (Grand) Challenges

What are the grand challenges of a scientific discipline? Finding the Higgs boson or flying to the moon were grand challenges and could only be achieved through collaborative, cross-disciplinary efforts and the allocation of considerable resources. But what are the challenges of the information systems (IS) discipline? Considering that IS have been the major contributor to economic growth and productivity over the past decades, this question definitely warrants our attention. The ERCIS network provides a great structure to think about such fundamental questions. With the help of the network, we were able to conduct a Delphi study with 143 information systems (IS) academics that was designed to explore what IS academics perceive to be the grand challenges of the IS discipline. Mar- co de Marco, Bjørn Erik Munkvold, Reima Suomi, and Stanislaw Wrycza were part of the steering committee and contributed to consolidating the findings from the different rounds of our Delphi study.

The results provide evidence that the scholarly IS discipline is still much concerned with itself, for instance, in terms of its identity, relevance, foundational theory, or methodological pluralism – suggesting that the old debate on IS identity is not yet overcome. It thus cannot be claimed that the study identifies the grand challenges of the discipline – still it becomes noticeable that the academic community sees potentials for the IS discipline to have societal impact. A total of 21 challenges are identified, of which six challenges are categorized as “meta challenges for further developing the IS discipline” and the remaining 15 challenges are categorized as “IS research challenges” pertaining to sociotechnical systems, IS infrastructures, society and ecology, as well as social well-being and affectivity. The study provides a ranking of all challenges according to their relevance, potential impact, and possible time frame of realization. The results have some important implications for IS as a discipline as well as its prospective future societal role. It is hoped that through our study we can contribute to the important debate on the challenges of the academic IS discipline.


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Congratulations, Stefan!
UNIVERSITY OF MÜNSTER – INSTITUTE OF BUSINESS-TO-BUSINESS MARKETING

ABOUT THE INSTITUTION
The Institute of Business-to-Business Marketing (IAS) is part of the Eötvös Loránd University located in Münster and represents the first senior professorship under the roof of the Marketing Center Münster (MCM).

Business-to-Business Marketing is traditionally the main research area of the IAS. In addition, the research program is constantly expanded to other interesting and current areas of research, such as the emergence of dominant designs and service marketing. Parts of the research program are realized with the help of associates from research and industry.

The IAS has recently started to extend scenario analysis techniques in a research project together with the University Hospital Münster and the Institute of Public Auditors in Germany.

Beyond high-quality research, the IAS has always defined itself through outstanding educational efforts. We maintain close ties with partners from a variety of industries and academic institutions all over the world to offer our marketing students compelling lectures and extraordinary seminars.

RESEARCH TOPICS
Our research mainly focuses on topics from Industrial Marketing. One of the key areas represents the field of negotiation analysis. The outcome of this work has been published in internationally reviewed and highly ranked journals. Besides that, the results of this applied research have, inter alia, been documented in the following five definitive textbooks: “Industriemarketing,” “Strategisches Marketing,” “Multivariate Analysemethoden,” “Fortgeschrittene Multivariate Analysemethoden,” and “Vermarktung hybrider Leistungsbündel.”

CURRENT RESEARCH PROJECTS
As the majority of research projects are funded institutionally, the IAS collaborates closely with industrial companies and practice-oriented associations to generate knowledge with a direct impact for the industry. Further research is focused on relevant topics in the international field of Marketing and conducted in the course of dissertation projects.

In cooperation with the Chair for Information Systems and Information Management in Münster, the IAS is currently working on a research project founded by the Federal Ministry of Education and Research to develop a business model for electrical mobility.

In addition to that, we are using our expertise in a research project to reduce the risk structures of international large scale projects such as Desertec.

Furthermore, the IAS is conducting a scenario analysis project in order to further develop the future strategy of the University hospital Münster. Although not a core Marketing topic, we use our expertise in multivariate methodology to provide a substantial contribution to the goals of the project.

Moreover, the IAS is part of the leading-edge cluster “it’s OWL.” In collaboration with industrial companies located in eastern Westphalia, the IAS continuously expands its expertise in multivariate methodology by developing a statistical method that is able to test the acceptance of technological complex innovations.

We continue to deliver relevant insights with focus on negotiations research and the emergence of dominant designs.

PUBLICATIONS
Books
Dissertations

Westhoff, Katharina: Dynamic Preference Formation Within Organizational Buying Centers – Behavioral Insights into Reconciliation Processes

Witt, Sascha: Plattformwahl in zweisegmenten Märkten: Empirische Analysen des nachfragenseitigen Entscheidungsverhaltens

Contributions to Anthologies


Articles in International Journals

Institution
- Founded in 1986
- 9 researchers

Research Topics
- Industrial marketing
- Customer preferences in sharing economy models
- Standardisation processes
- Scenario analysis
- Project finance
- Multivariate analysis

Contact Details
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Key Facts
The research information systems and ICIS (International Conference on Information Systems and e-Business Management), and conference proceedings like BPMJ (Business Process Management Journal), Electronic Markets, EMI-Engineering), as well as Data Management and Management Information Systems and Data Warehousing (Data Modeling field). Members of the Chair are involved in research projects funded nationally and internationally. They publish results of their work in journals like BISE (Business & Information Systems Engineering), BPM (Business Process Management Journal), Electronic Markets, EMI-SA (Enterprise Modeling and Information Systems Architectures), iSElB (Information Systems and e-Business Management), and GIT (Government Information Quarterly) as well as in conference proceedings like ECIS (European Conference on Information Systems), ER (International Conference on Conceptual Modeling), HiCSS (Hawaii International Conference on System Sciences), and ICIS (International Conference on Information Systems).

RESEARCH TOPICS
Conceptual modelling has become a main-stream method for describing, designing, and reorganizing Information Systems in the last decade. Many large companies use conceptual models for such common tasks as business process reengineering, software introduction, and compliance management. Conceptual Modelling, when being trans-ferred into practice, supports creation of business value for companies and government organizations.

Retail is a research area which is focused on organizations and application systems in the respective domain including wholesale, stationary retail and e-commerce. Fo-cal topics to account for interdependencies between an organization and an application system involve process management and conceptual modelling in retail, as well as Enterprise Resource Planning (ERP) systems.

E-Government deals with the aspects of ad-ministrative processes and services within governmental and inter-governmental organizations and the citizens and businesses through the use of Information and Communication Technology (ICT). E-Government links the field of the strategic management with aspects of process management and economic viability and focuses on front- and back-office. E-Government topics can be ad-dressed in terms of content, as well as from technical and conceptual perspectives.

CrowdStrom
As long as the existing battery technology does not allow for longer ranges of electric vehicles, a widespread charging infrastruc-ture is necessary to make electric vehicles suitable for the daily use. The CrowdStrom project’s goal is to develop an innovative service that encourages private people to set up charging stations and grant access to third parties. This crowd-sourced con-cpt 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. Addition-ally, legal difficulties are analyzed and a software implementation is provided.

For more information, please visit: http://www.crowdstrom.de

SELECTED CURRENT RESEARCH PROJECTS
RISE_BPM
Propelling Business Process Management by Research and Innovation Staff Exchange

The RISE_BPM project aims at networking world-leading research institutions and corporate innovators to develop new horizons for Business Process Management (BPM). BPM is a boundary-spanning discipline focused on division and re-integration of day-to-day work in organizations and on analysis of process data for organizational decision-making. Recent breakthrough innovations in Social Media, Smart Devices, Real-Time Computing and Big Data Technology create a strong impetus for propel-ling BPM into a pervasive corporate topic that enables the design of entirely new products and services.

For more information, please visit: http://www.rise-bpm.eu

SELECTED AWARDS
Dr. Martin Matzner, postdoctoral researcher at the Chair of Jörg Becker, has received the prestigious “Emerald Citation of Excellence in Business & Information Systems Engi-neering (BISE), 1.

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Dissertations/habilitations
Fechner, Hendrik: Referenzprozessmodell für eine serviceorientierte IT-Leistungsver-rechnung
Heide, Tobias: Research Portals - Knowledge Access, Content Design, and Quality Management
Hoffmann, Sven: Citizens’ Adoption of Electronic Government Services – Recommenda-tions for Government Communication and Service Provision on Social Networking Sites
Oksis, Ayten: Building Trust through Communication via Websites in the Context of Cloud Computing
Orbach, Kevin: IT Consumerization and Individualization of Information Systems
Walter, Nicola: Building Trust through Social Presence in Online Environments

CONTACT DETAILS
PROF. DR. DR. H.C. DR. H.C. JÖRG BECKER, PROFESSOR H.C. (NRU-HSE, MOSCOW)
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KEY FACTS
INSTITUTION
- 9 post docs
- 25 research assistants
- 15 student assistants

RESEARCH TOPICS
- Process management
- Conceptual modelling
- Retail
- E-Government
- Service science
- Business intelligence

15
VeriMetrix, a collaborative project 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 metrics developed by the project team.

Rainer Böhme also served as program co-chair of the New Security Paradigms Workshop, along with Paul Van Oorschot from Carleton University in Canada. The workshop took place on September 7–10, 2015 in Twente, The Netherlands. Since 1992, this annual workshop strives to discuss proposals for new and disruptive principles on which to base information security.

In the context of the VeriMetrix project, Rainer Böhme co-organized a workshop on Automatization of Compliance in Cloud Environments (ACCU), co-located with the annual symposium INFORMATIK organized by the German GI association.

AppPETs: Privacy-friendly mobile applications without compromises

A project on the information-theoretic bounds in digital image forensics, funded by the German DFG, seeks to improve the foundations of methods that detect image forgeries by statistically analyzing traces of the involved image processing operators. The project tries to formally derive upper bounds for the information that can be extracted with image forensics. This promises new methods for quantifying the confidence of conclusions and decisions based on forensic evidence.

Conference organisation

Rainer Böhme and Tatsuki Okamoto, cryptographer at NTT in Japan, have co-chaired the technical program committee of the 15th International Conference on Financial Cryptography and Data Security, held on January 26–30, 2015 in San Juan, Puerto Rico. Many technologies that shape the online payments landscape have been presented first at this venue, most prominently PayPal.

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Invited talks

Rainer Böhme gave keynote lectures at the International Conference on Availability, Reliability and Security (ARES), the IEEE International Workshop on Information Forensics and Security (WIFS), the German OWASP Day, and held an invited lecture at a workshop on New Trends in Mechanism Design organized by the University of Copenhagen.

Ercis teaching collaboration

Stefan Laube, Paulina Pesch, Markus Riek and Rainer Böhme have organized the Münster end of the joint project seminar on “Cybercrime and Cybersecurity” together with psychologists and criminologists from the University of Twente in the Netherlands (see page 111 in this report).

Young academics

We are also very proud to work with brilliant graduate student assistants. In 2015, Maximilian Hils served as Google Summer of Code tutor on behalf of the Honeynet Project, Malte Moser was visiting research-er at the crypto-currency research group at Cornell, an Ivy League institution, and Erwin Quining wrote his master thesis at State University of New York, funded by DAAD. Two more master theses lead to scientific publications.

Selected publications


The integration of clinical and molecular data, especially analysis of next-generation sequencing (NGS) in cancer research, is a well-established focus of the institute with national and international cooperations for many years. The rapid increase in data volumes of high-throughput sequencing in molecular medicine ("big data") 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 increased to multiple million sequence-reads per patient with modern techniques nowadays.

A major proportion of the data needed for clinical studies is also relevant for routine patient care. At present, data for studies and patient care are managed in separate systems. Hence, design and efficient implementation of interoperable information systems in healthcare is a major research topic. Open MetaData is key for interoperability. 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.

Biomedical Informatics

In a joint project with Prof. Carsten Müller-Tidow (Director Oncology and Hematology Department, University of Halle), improved diagnostics of tumor diseases with new DNA sequencing methods and algorithms are being developed (funded by German Cancer Aid foundation).

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

**Publications**

Supply Chain Security: Threatened by theft, smuggling, and other criminal activities, SC need to be protected to ensure the global flow of goods and to maintain civil security. The group focuses on the design and analysis of security relevant processes by means of business process management and enterprise architecture management.

Humanitarian Logistics: Responding to disasters effectively is a cornerstone of humanitarian logistics. In order to enable humanitarian organizations to improve their logistics performance, the group conducts research on modeling, performance measurement, and simulation of humanitarian supply chains. Additionally, the group investigates the application of methods and information gathering tools for infrastructure assessments after disasters.

RESEARCH PROJECTS
The group’s research is organized in a variety of projects, closely aligned with the three research areas Industry 4.0, Supply Chain Security and Humanitarian Logistics.

Within the European Commission-funded demonstration project “Driving Innovation in Crisis Management for European Resilience” the chair contributes with modeling, simulation and measurement of humanitarian logistics processes focusing on professional response in crisis management. [EC FP7, www.driver-project.eu]

Together with Prof. Stefan Klein the group is part of the Marie Curie Initial Training Network dedicated to the international Graduate School “Networks, Information, Technology and Innovation Management” (NITIM). Hereby, two humanitarian logistics PhD projects are supervised. [EC FP7, www.nitim.org]

The joint Franco-German project InPSec (Integrated Postal Security) aimed at strengthening security in postal SC and ended successfully with a demonstration of the results in May 2015. [BMBF, Deutsche Post, La Poste, University of Bordeaux, WWU Faculty of Law]

Other projects are the corresponding chair of the track “Humanitarian Challenges & Opportunities” at the IEEE Global Humanitarian Technology Conference, Seattle, USA.

During the 2015 European Conference on Information Systems, Prof. Hellingrath has been the corresponding chair of the track “Supply Chain Management in Volatile and Uncertain Environments”. Talks during this track dealt with methods for the successful management of various risks in public and private sector supply chains.

After the success of the workshop series “Strengthening German-Pernambuco Relations” in 2014, Prof. Hellingrath and Prof. Buanque (UPE Recife) jointly chaired another logistics workshop in Recife, Brazil.

Therefore, Prof. Hellingrath also gave a keynote speech on global supply chain trends and challenges.

PUBLICATIONS


Link, Daniel et al. (2015). A Method for Extracting Task-related Information from Social Media based on Structured Domain Knowledge. AMCIS, Puerto Rico, USA.


DISSERTATIONS
ABOUT THE INSTITUTION

The ITM is the leading Institute for Information, Telecommunication and Media Law in Germany. The Institute’s work aims at exploring the legal framework and underlying policies of the information society with a particular focus on “information” as an economic and cultural good. The Institute emphasises 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 cooperation with the Faculty of Economics of the University of Münster. In 2002, the ITM was appointed the Competence Centre in Information, Telecommunication and Media Law for North Rhine-Westphalia.

Dr. Thomas Hoeren is a professor of civil law at the University of Münster and has been the director of the ITM since 1997. Due to international projects such as TIM-BUS 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

ABIDA (Assessing Big Data) is an interdisciplinary research cluster funded by the Federal Ministry of Education and Research (BMBF) focusing on social, legal, political, ethical and economic research with regard to Big Data. The project is managed by the ITM and the Institute for Technology Assessment and System Analysis in Karlsruhe (ITAS). Furthermore, the Humboldt University of Berlin, the Technical University Dortmund, the Ludwig-Maximilians-University Munich as well as the University of Hannover are project partners. The project aims at monitoring and assessing current developments regarding Big Data, taking into account public opinion and bringing together expert knowledge. Several research groups will work on interdisciplinary in-depth studies, which will be assessed in expert workshops and a national symposium. Moreover, three citizens’ conferences and a representative opinion survey are scheduled in order to ensure an extensive involvement of the public. On this basis all relevant issues will be analysed and evaluated to provide options for political decisions, further research and economic approaches as well as to point out possible alternatives. Initiated in March 2015, the project is scheduled for a period of 48 months.

Research Center for Industrial Property Rights: The ITM also hosts the Research Center for Industrial Property Rights, which offers training and conducts research activities in the field of industrial property rights.

ITS.APT (IT-Security Awareness Penetration Testing) is an interdisciplinary project promoted by the German Federal Ministry for Education and Research (BMBF). Since January 2015 the responsible parties have tried to develop a measuring dial for the IT-security awareness of IT-users. Because of the increasing number of appearing cyber attacks, operators of critical infrastructure struggle to ensure IT-security. Up to now they did not take into account how IT-users create risks by themselves. With the usage of a special software the project wants to answer the question to what extent IT-users influence the IT-security of a company or an institution. Regarding the research work, the ITM focuses on aspects of liability law concerning the usage of such a scale software. In addition, the ITM gives expert advice to law related questions concerning the project.

Matters of Law in the German Research Network (DFN): The German Research Network (Deutsches Forschungsnetz/DFN) supports communication and the exchange of information or data 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 on liability, telecommunications and data protection. Therefore the ITM acts as a legal consultant in terms of communication and data protection services.

DISSEMINATION

Ina Imms (2009): Löschungs- und Berichtungsansprüche bei Online-Pressearchiven


Isabel Skara (2015): Der patentrechtliche Übertragungsanspruch nach § 8 PatG


Silviya Yankova (2015): Das Folgerecht und die Realisierung der folgerechtlichen Vergütungsansprüche

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KEY FACTS

INSTITUTION
- Founded in 1997
- 26 researchers
- 3 additional education programmes

RESEARCH TOPICS
- Information law
- Telecommunication law
- Media law
- Informatics in the legal profession
Our research explores the impact of communication and collaboration infrastructures in an organizational context. We are interested in the development of the digital organization: how do organizations and leaders respond to the challenges and opportunities of an informatized society and economy. In particular we study new modes of organizing, 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, 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 (complex of) practices. In order to study practices in situ, we advocate approaches that facilitate research and experimentation in complex real world settings and adheres to basing the development of complex infrastructures on the use of information and communication technology. The research group’s current research is on:

- Virtual and distributed forms of working and organizing
- Collaborative practices and trust production in complex network arrangements
- Role of affectivity and embodiment in process of learning and collaboration
- Critical approaches to project management, and its performativity and politics
- Ethics, technology and technocratic practices in post-disaster recovery
- 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.

We study these issues in the context of international accreditation agencies and crisis management, the health care sector, the tourism and the publishing industry. CURRENT RESEARCH PROJECTS

Automatic Drug Dispensing

In 2005 the German parliament approved an amendment of the medication law (AMG), which clarified the conditions for producing patient-specific medication packages, including the industrial production of such packages, called Automated Drug Dispensing (ADD). Patient-specific medication packages aim at improving medication compliance, in particular for patients, who take at least four distinct medications. Subsequently there have been two initiatives to build a national ADD infrastructure. Such infrastructures combine production, labelling and distribution of patient specific blister packs with an information flow of prescriptions, which are consolidated to a patient medication plan, several controls and reimbursement claims. The information flow links patients, doctors, GPs and specialists, pharmacies, the ADD operator(s), wholesalers or logistics operators and insurance companies. The information infrastructure is a prerequisite for quality controls at the prescription end, i.e. overall dosage and critical interaction. It is based on the consolidated medication plan, as well as quality controls (proper assembly of blister packs). While both ADD initiatives have set up pilot operations, which served hundreds of patients, both were eventually terminated.

Our research aims at reconstructing the set-up and design of the infrastructure initiatives against the backdrop of the status of the development of patient health cards and e-prescription on the one side and a broad consensus on the health risks and economic cost of low levels of medication adherence or compliance. It explores the reasons, why these initiatives have failed.

Scientific Research and Web 2.0: Technology, Innovation and Actor Constellations

The scientific publishing industry has witnessed a plethora of innovations across the life cycle of writing, publishing and archiving. Open Access is only the visible tip of the iceberg of new players and indeed new services and modes of publishing that have become available over the past years (which span from new review processes, online citation indexes and social media tools). One might have the impression that disruptive innovations are under way and many of the well-established themes of digital transformation - business model and service innovation, disintermediation, cybermediation, ProSuming, new pricing models – have a profound impact in distinct ways in this industry. Nonetheless, the segment of commercial academic publishing (the incumbents) appears to be still stable with clear concentration pattern around a few big players. By categorizing the innovations underway, the project reflects on and tries to explain the lasting influence of traditional publishers in the market.

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This project is led by Dr. Diego Ponte, University of Trento, Italy.

PUBLICATIONS


KEY FACTS

- RESEARCH TOPICS
  - Information and communications infrastructures
  - Strategic alignment
  - IT value
  - Organization theory of IS
  - Transformation of work
  - Appropriation of communication infrastructures
  - Communities of practice
  - Collective action and standardization
  - Living Lab research approach
About the Institution
Since 1997, the Chair of Practical Computer Science has been led 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 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 (DSL), Testing, Parallel Programming, and E-Assessment.

Current Research Projects
During a cooperation with a geoinformatics company, the group has found an area of interest in the model-driven development of business apps in the area of Business Process Management. Further research in this area is possible with more business partners. Furthermore, the group is exploring the area of a knowledge-based modeling language Muesli with a new skeleton for stencil computations.

Publications

For our E-Assessment system EASY, we have developed a further module that supports assessing fundamental concepts of data structure operations (i.e., search, insert, and delete operations) taught in Computer Science lectures. Currently, we are developing an e-assessment module to support assessment of UML class diagrams.


Events
Prof. Kuchen served on the programme committees of the following conferences:
- International Workshop on Semantic and Web (SoW 2015), Porto, Portugal.

Outlook
In summer 2015, the 9th International Symposium on High-Level Parallel Programming (HLPP) will be organised in Münster.

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ABOUT THE INSTITUTION

Our research group has experienced an exciting and very busy year 2015. In February, Stefan Stieglitz accepted a job offering as a professor for “Professional Communication in Electronic Media/Social Media” at the University of Duisburg-Essen. Besides him, Christian Meske and Mirad Mirabaei left Münster to continue research on communication and collaboration in the department of computer studies and applied cognitive science in Duisburg (not too far away from Münster).

However, our research focus has not changed too much. We still explore how technologies such as Social Media and mobile applications change the usage of the Internet towards communication and collaboration. Our group focuses on the evolving and continuously changing structures and their impacts on organizations and individuals from the perspective of Information Systems.

In 2015, the research group successfully published research articles in journals like Business and Information Systems Engineering (BISE) and Mobile Information Systems. Besides this, we presented research activities at well-recognized conferences such as the International Conference on Information Systems (ICIS) in Auckland, the Hawaii International Conference on System Sciences (HICSS), and the Americas Conference on Information Systems (AMCIS) in Puerto Rico.

Last but not least, we are proud that two members of the research group successfully finished their PhD studies. Congratulations go to Dr. Tobias Brockmann and Dr. Christian Meske!

RESEARCH TOPICS

Social Media Analytics

Social media have led to wide-ranging changes in public communication as well as between enterprises and customers. Whereas companies were equipped with the “speaker role” in public communication, they now obtain the possibility of publishing opinions and discussing them. As a result, new requirements for companies and political actors arise in respect to the comprehension of this communication tool and the participation in it. A main aspect of Social Media Analytics is to adopt interdisciplinary methods from other research fields in order to analyze large data-sets.

Communication- and Knowledge-Management

Based on the research fields “Computer Supported Cooperative Work” and “Social Computing” the research focus is on introduction and management strategies of social media in organizations. In this context, it will be mainly empirically analysed, how social media affect employee communication and cooperation, as well as which possibilities exist to influence user behavior in such open systems.

Social Media Marketing

Based on classic marketing theories and methods we analyze Social Media content regarding the following questions: Which role has Social Media for the public perception of organizations? How can customers be involved in innovation processes through Electronic Media.

CURRENT RESEARCH PROJECTS

Graduate School “User-Centred Social Media”

The DFG-funded graduate school “User-Centred Social Media” started on 1st October 2015, in which ten chairs of Computer Science, Information Systems and Psychology participate. Twelve PhD students conduct research in the fields of “Modelling and Understanding User Behaviour”, “Social Media Engineering” and “Social Media Analytics”. Our research group is deeply involved in the training group: Prof. Stieglitz is one of the principal investigators and Dr. Christian Meske participates as the scientific coordinator and as an associated member of the graduate school.

Issue Dynamics of Public Online Communication

In this project we closely cooperate with the Ludwigs-Maximilians-University Munich (Prof. Dr. Neuberger). We apply methods such as network analysis and text mining on Twitter data that we collected. The data sets are structured as well as unstructured data from communication in Twitter. We concentrate on-going domains that have a high impact on society such as the German plans for energy transition. The overall goal of the project is to detect mechanisms of rising topics in Twitter, which have economic or political relevance. The project was selected by the EUNIS (European University Information Systems) and initiated for the Elite Award for Excellence by the EUNIS (European University Information Systems).

SCIEBO

SCIEBO (science box) is an on-premise cloud service for up to 5,000,000 users in North Rhine-Westphalia, hosted by the Universities of Münster, Bonn, and Duisburg-Essen. In cooperation with Dr. Raimund Vogl and Dr. Dominik Rudolph from the Centre for Applied Information Technology of Muenster University (ZIV), we conduct research on the design and adoption of cloud services in higher education. In June 2015 the project “sciebo – the Campuscloud for NRW” was honored with the Elite Award for Excellence by the EUNIS (European University Information Systems). In June 2015 a scientific advisory board was established. ERCIM members (org. Becker, Guttfried Vossen, and Stefan Stieglitz (spokesperson) are members of the board.

DAAD

The project Crisis Response Information Classification Framework runs in cooperation with the University of Sydney (Prof. Dr. Deborah Bunker & Prof. Dr. Kai Kiemer) and is funded by the German Academic Exchange Service. How is Social Media used during crisis situations, especially by Emergency Service Agencies, is one of the main questions that is addressed in this project.

Awards

2015/01-2016 – The University of Sydney Business School awarded Prof. Stieglitz the title of a visiting professor of social media analytics and ehumanities. One major goal is to combine the time-consuming manual content analysis with methods of automatic text analysis (e.g. sentiment analysis, opinion mining, text classification). Therefore, we track content of Facebook, Twitter, and blogs and analyze it on a large scale. Stefan Stieglitz as a researcher besides the overall project. Additionally, scholars are involved from disciplines of communication studies (Prof. Neuberger and Quandt) as well as from computer linguistics (Prof. Stede). (www.social-media-analytics.org). The project successfully ended in May 2015.

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Awards

10/2015–09/2017 – Dr. Christian Meske became a member of the Global Young Faculty (http://www.global-young-faculty.de/).

09/2015 – One of our papers was nominated for a best paper award at the 48th Hawaii International Conference on Systems Sciences

PUBLICATIONS


KEY FACTS

INSTITUTION

- Professional Communication in Electronic Media/Social Media
- Joint projects with international researchers and industry partners.

RESEARCH TOPICS

- Enterprise social networking
- Social media analytics
- Collaboration in virtual worlds
- Gamification
- EHumanities
- Social media marketing
- Communication- and knowledge-management

CONTACT DETAILS

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https://twitter.com/RGStieglitz

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https://www.facebook.com/ProfessionelleKommunikation
www.youtube.com/ProfStieglitz
https://twitter.com/RGStieglitz

KEY FACTS

INSTITUTION

- Professional Communication in Electronic Media/Social Media
- Joint projects with international researchers and industry partners.

RESEARCH TOPICS

- Enterprise social networking
- Social media analytics
- Collaboration in virtual worlds
- Gamification
- EHumanities
- Social media marketing
- Communication- and knowledge-management

CONTACT DETAILS

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KEY FACTS
Heike Trautmann is head of the Information Systems and Statistics group and a director of ERCIS. Currently, three post-doctoral researchers and two post-graduate research- ers are part of the group. The team contributes to the research areas of data mining and Big Data, multiobjective optimization, evolutionary computation, algorithm evaluation and selection, computer games as well as statistical quality management in several international collaborations. Additionally, the group offers many courses in Bachelor and Master Degree programs. Industrial collaborations support the transfer of theory to applications in industry.

**Research Topics**

Some of the most challenging real-world problems involve the systematic and simultaneous optimization of multiple conflicting objective functions. Multiobjective Optimization deals with the simultaneous optimization of contradicting objectives. As most of the multiobjective problems cannot be solved exactly, we apply optimization techniques from Evolutionary Computation. Heike Trautmann organized the Evolutionary Multiobjective Optimization Track at this year's GECCO Conference together with a researcher from the University of Minho, Portugal. Moreover, the group develops and evaluates new algorithm architectures and hybridization principles with a user-centric perspective.

In the context of Algorithm Benchmarking, the group evaluates the performance of different evolutionary and nature-inspired techniques and contributes to algorithm development and enhancement. Directly related, Algorithm Selection means the selection process of suitable algorithmic approaches. Methodologically, identified problem properties are matched to known algorithms’ solving characteristics in order to find the best performing approaches for a given problem. Due to cooperation with international researchers of the COSEAL research group, the team is strongly involved in this area. Specifically, transpor- tation problems, i.e. the famous TSP and orienteering problems are matters of current research.

Computational Intelligence methods are also well suited to Computer Game AI problems because they can deal well with partial information, uncertainties, and real-time conditions. We are currently mainly dealing with two hot topics in Game AI, namely game balancing and procedural content generation. Special courses and project seminars are currently offered to the students. Additionally, we also take “non-leisure” games into account and employ current Game AI techniques for Gaming and Serious Games.

**Current Research Projects**

The DAAD funded the two-year project “Hy- bridization of indicator-based metaheuris- tics with modern local search methods in multiobjective optimization” of the group in collaboration with TU Dortmund University and CINESTAV-IPN, Mexico, which started in January 2014. This project real- izes international expertise exchange between German and Mexican researchers in the context of hybrid evolutionary multiobjective optimization. A special focus lies on integrating local search into state-of-the-art meta-heuristics. The Mexican team visited WWU Münster early in 2015 to work on the ongoing projects and the research stay of the German team in October successfully fostered the collaboration.

The COSEAL (configuration and selection of algorithms) research group (http://www. coseal.net) is an international consortium of researchers from Canada, USA, Netherlands, Denmark and Germany which ad- dresses current challenges from Algorithm Selection, Algorithm Configuration and Machine Learning. Members of COSEAL, including the group from Münster, cre- ated an online platform for benchmarking algorithm selection problems (http://www. coseal.net/sslbb). In September, the 3rd COSEAL workshop was held at the University of Paderborn. There, the group presented results of its joint collaboration with Uni- versity of British Columbia in Vancouver.

An application within the DAAD funded Joint Research Cooperation Scheme with the Computer Science Department at the University of Adelaide, Australia, was sub- mitted dealing with “Automated Algorithm Selection for Vehicle Routing Problems”.

**Events**

Algorithm selection results on the TSP were presented at the Learning and Intelligent Computation conference in Lille, France.

At the ECIS 2015 conference in Münster, group members served as track chairs and associate editors in the decision support and big data tracks.

The Genetics and Evolutionary Computa- tion (GECCO) conference in Madrid, Spain was strongly influenced by the group. Curr- ent research was presented and the track on “Evolutionary Multiobjective Optimiza- tion” as well as the competitions were or- ganized.

The group took part in the 6th Annual ERCIS Workshop at University of Minho, Portugal.

Recent works of the Information Systems and Statistics group in game AI were pre- sented at the IEEE conference on Computa- tional Intelligence and Games in Taiwan. Mike Preus also organized the tutorials at this conference.

The group took part in the 3rd Configura- tion and Selection of Algorithms (COSEAL) Workshop at the University of Paderborn. Research results in the area of Evolutionary Computation were presented at the NEO workshop in Tijuana, Mexico.

The ERCIS Disrupts workshop (http://www. ercis-disrupts-muenster.de) dealing with disruptive business innovations in the con- text of increasing digitalization in society was organized in Münster.

The group’s proposal to organize the next Evolutionary Computation Conference (EMO) in 2017 in Münster together with Prof. Dr. Rudolph from TU Dortmund was accepted.

The conference will take place on 19–22 March at Münster Palace.

**Publications**


**Dissertations/Habilitation**

The habilitation of Dr. Christian Grimm was initiated and the supervising commit- tee was formed.

**Contact Details**

**Professor Heike Trautmann**

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Dr. Gottfried Vossen, Professor of Computer Science and head of the group, is a Fellow of the German Computer Science Society (GG), 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 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 data and processes, data warehousing, (social) business process management, Big Data processing and handling, data marketplaces, data pricing, information provisioning and specific modern applications involving social media. Our approach is based on the conviction that (business) processes and process models are elementary tools for perceiving and analysing data-driven applications. In order to execute a process, however, appropriate means for managing the data that 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 organisations lead the use and adoption of Big Data technologies, SMEs are still hesitant to follow. Built with modern software on top of commodity hardware, the Lab is designed as a playing field that can be used as an entry point to conveniently try out Big Data technologies. The Lab architecture facilitates an exploitation of traditional technologies through data warehousing with Pentaho BI Servers for OLAP and novel Big Data technologies through Spark and Hadoop 2.0, which includes the distributed storage engine HDFS and MapReduce. The Lab features sample use cases as demonstrators that are tailored for the resource situation in SMEs, where existing analytics are not abolished but enhanced with Big Data technology.

Gamification of Business Process Modelling
Business Process Modelling is an activity during which a modeller creates a graphic representation of the business processes of an organisation. As part of its research portfolio, the DBIS Group is working together with Horus software GmbH from Ettingen to analyse the potentials of Gamification within this context. The relatively novel term Gamification describes the use of game elements within non-game contexts to enable the design of better products and services and to increase customer engagement. The goal of this research endeavour is the conceptualisation, implementation, and evaluation of a Gamification module for the Horus Business Modeller, a process modelling software developed and marketed by Horus software GmbH. Expected benefits are an increased motivation of process stakeholders to participate in process modelling, a higher quality of process models through timely and suitable feedback, and process modelling “learning-by-doing.”

Data Marketplaces and Data Pricing
Information and data (as the basic unit in which information is exchanged) have gained substantial importance in today’s economy and society. As a result, data is increasingly being traded on data-marketplaces, which, from a technical point of view, are platforms leveraging big data technologies that allow for gathering, cleansing, transforming, analysing, and storing very large amounts of data. From an economic point of view, they bring together providers and consumers of data and data-related services, such as data mining algorithms, to interact with each other and exchange their goods and services for money. DBIS Group’s research interest is at the intersection of the two fields. Our research investigates how the technologies available can be used to the economic benefit of both parties to result in a fair exchange of data and data-related services. To this end, we study how different product versions can be created based on the quality of the data to be traded.

REFERENCES
D. Fekete, G. Vossen: The GOBIA Method: Towards Goal-Oriented Business Intelligence Architectures; Proc. of the LWA 2015 Workshops: KDM, FGWM, IR, and FGDB, 2015, 409–418
N. Pflanzl, G. Vossen: Gamification in Unternehmenseinsatz; DOAG Business News 01/2015, 5–7
F. Stahl, A. Löser, G. Vossen: Preismodelle für Datenmarktplätze; Informatik-Spektrum 38 (2), 2015, 133–141
F. Stahl, G. Vossen: Data Quality Adjustments for Pricing on Data Marketplaces; Proc. of the LWA 2015 Workshops: KDM, FGWM, IR, and FGDB, 2015, 419–423
G. Vossen: Big Data: Daten sammeln, aggregieren, analysieren, nutzen; in T. Schwarzwald (Hrsg.): Big Data im Marketing; Haufe-Verlag, Freiburg, 2015

Dissertations/Habilitation
Florian Stahl: High-Quality Web Information Provisioning and Quality-Based Data Pricing, University Münster, 2015

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KEY FACTS
Research Topics
– Social Business process management
– BYOD and the Personal Cloud
– Data processing and handling
– Data marketplaces and data pricing
– Data warehousing, ETL processes, data profiling
– Information provisioning
– Modern applications involving social media

Events
– Regular meetings of the TDWI Roundtable as well as of the GI Regional Group Münsterland
– ERCIS Disrupts Münster, 26th October
– ERCIS Launch Pad, annually in fall in Münster, in 2015 on 9th December

Contact Details
KEDGE BUSINESS SCHOOL –
DEPARTMENT OF OPERATIONS MANAGEMENT
AND INFORMATION SYSTEMS

ABOUT THE INSTITUTION
KEDGE Business School
Kedge Business School offers a large portfolio of degree programs ranging from bachelor's and master's degrees to MBA’s and Executive Education. Research performed by its faculty is highly regarded, and covers such areas as global responsibility, supply chain management, wine and spirits management, arts & culture management and innovation in SMEs. International students can also take a semester abroad in one of its 280 partner universities.

Kedge Business School holds three accreditations – from EQUIS, AACSB and AMBA – and has been ranked by the Financial Times since 2008. Kedge Business School is committed to excellence, social responsibility and diversity. Therefore, it has decided to offer financial support to talented international students.

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KEDGE BUSINESS SCHOOL –
DEPARTMENT OF OPERATIONS MANAGEMENT
AND INFORMATION SYSTEMS

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

CURRENT RESEARCH PROJECTS

The e-DENT Project
The e-DENT project sets out to provide access to a dental consultation for those for whom access to a dentist is limited, such as the dependent elderly and disabled people, by offering an asynchronous remote consultation to the patient, assisted by a healthcare professional. It is based in Languedoc-Roussillon; it involves a specifically designed "intraoral" camera and collaboration between Montpellier University Hospital and ORAL-B (Procter & Gamble).

Currently, the key challenge is finding a robust method to evaluate technology acceptance for patients who may suffer from minor, mild or severe cognitive impairment. So far data on the acceptability of the system has been gathered from over 800 of the expected 800 patients and some initial descriptive statistics have been produced. The long term aim is to be able to use this data in models such as TAM (Technology Acceptance Model) or the UTAUT (Unified Theory of Acceptance and Use of Technology) model.

Journal, Global Business and Organizational Excellence
Global Business and Organizational Excellence is published six times a year by Wiley in collaboration with KEDGE Business School. GBOE publishes original applied research and case studies that provide practical guidance on operational issues for global organizations. Articles should stress the practical/applied value of the work rather 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 principal focus of the article. Articles should not exceed 7,500 words.


Detailed author guidelines are available here: http://onlinelibrary.wiley.com/journal/10.1002/issn.1932-2062/homepage/f or Authors.html

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

EVENTS
ILS 2016 conference will be organized at KEDGE Business School, Talence, France.

Topics:
- Information and Decision Systems for Supply Chain Management
- Collaboration and Sharing Practices in the Supply Chain
- Supply Chain Management under Risk and Uncertainty
- Innovative and Smart Technologies for Interconnected Era in Logistics
- Smart and Durable City Logistics

Full paper submission (10 pages max): November 30th, 2015
To submit: http://ils2016conference.com/
and ils2016@kedgebs.com

PUBLICATIONS


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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 OM decision-making and decision analysis
- Organisational learning, knowledge management and competences
- Electronic marketplaces
- Serious games
The Information Systems School is one of six schools in the Science & Engineering Faculty at QUT. With more than 15,000 students incl. 1,000 PhD students and more than 650 researchers working towards new discoveries, the faculty is QUT’s realization 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 has produced more award-winning doctorate students in the field than any other Australian university. Our solid reputation has led to the university successfully hosting some of the most significant global and regional IS conferences in this discipline (e.g., BPM, ACIS, PACIS) and it attracted some of the world’s leading scholars to QUT.

RESEARCH DISCIPLINES
Research within the School is decomposed into three Disciplines, i.e. - Business Process Management - Service Sciences - Information Ecology

The Business Process Management (BPM) Discipline is one of the most influential in the world, and its research is widely quoted and adopted by organizations. Research members have authored and edited leading BPM textbooks and developed core artefacts including the open source process modeling repository APIMORE, the open source workflow environment YAWL and a BPM maturity model that is now adopted globally. In 2015, we launched a global MOOC on Business Process Management attracting more than 6,800 participants.

Services Science expertise is diverse and has a dedicated focus on the theoretical foundations, applications, technologies and impacts of services across organizations, industries, ubiquitous computing environments and the Web. Key research focuses on empirical and business-related methodologies, conceptualization of services, architecture and provisioning of services, service delivery platforms, public/private cloud infrastructure, and mobile and smart device service consumption.

Information Ecology investigates understanding, modelling, enhancing and enabling contextual connections between information, people and their environment. It aims to improve how people and enterprises share, comprehend, and effectively use and interact with structured and unstructured information. Binding these investigations is the contextual connections from which meaning is developed from information, whether mediated through systems or interactions with other people, individually, or in groups.

In 2015, the revised post-graduate IT courses at QUT were launched and the School is now involved in the following under-graduate and post-graduate courses:

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

SELECTED RESEARCH PROJECTS
The Information Systems School manages large research programs and engages via industry-funded Chairs with selected industry partners. In addition to previous industry-funded Chairs in Airport Innovation and Customer Relationship Management systems, the newly appointed Chair in September. As part of this Chair in Digital Economy we produce, among others, DigitalWeek, a weekly podcast covering the latest on digital strategies and opportunities.

Further new industry-funded projects that started in 2015 are related to the deployment of cross-organizational process mining in the insurance sector (partner: Queensland Government), the potential of C2C-relationship management in the finance sector (Bank of Queensland), the conceptualization of digital identity services (Australia Post), the notion of a proactive/predictive government (Queensland Government), the affordances of smart meters (Queensland Urban Utilities) and the future of libraries (Queensland State Library). In 2015, QUT researchers were again in high demand as opening keynote speakers at prestigious international conferences including the 34th International Conference on Conceptual Modeling (ER 2015, Stockholm). Furthermore, QUT staff members were co-chair of the BPM and the CoopIS conferences and co-chaired tracks at conferences such as ICIS, ECIS and ACIS.

Of particular significance in 2015 has been the appointment of Prof Jan Recker as the Editor-in-Chief of the journal Communications of the Association for Information Systems (CAIS) in July. In December, a special issue of the MISQ Executive on ‘Enterprise Architecture and Business Transformation’ co-edited by Michael Rosemann was published.

PUBLICATIONS
2015 has been another very successful year in terms of publications including a number of books, journal papers in European Journal of Information Systems, BISE, Information Systems, Information & Management, CAIS, Information Systems and Information and Management among others and a range of conference papers including five accepted ICIS 2015 papers.

SELECTED JOURNAL PAPERS

COMPLETED DISSERTATIONS
- Davis, K.: ‘The information experience of new mothers in social media: a grounded theory study’
- Mzahzav, S.: ‘A configurable airport reference model for passenger facilitation’
- Piko, A.: ‘Mining process risks and resource profiles’
- NSafuddin, N.: ‘Business transformation management: Composition and orchestration of management services’
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 methodological approaches from the fields of information systems, business administration, computer science, organization studies, political science, economics, sociology, psychology, and communication theory. The mission statement of the department is: Co-creating and sharing valuable knowledge about people, information, and technology 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. With our journal contributions to the Senior Scholars’ Basket of Journals we are ranked number two in Europe. ITM is a multi-disciplinary department that embraces theories and methodological approaches from the fields of information systems, business administration, computer science, organization studies, learning sciences, and political sciences by creating multidisciplinary and cross-disciplinary approaches with researchers, politicians, citizens, NGO’s and enterprises pursuing socially productive scenarios in the merging of our physical world and the virtual world.

### CURRENT RESEARCH PROJECTS

**Big Social Data Analytics.** CBS ITM received a 6.2 m DKK grant from the Danish Industry Foundation and has started a research project on big social data analytics. The research project is case based and can, by building new analytical models that collect big data streams from company databases, websites and social media such as Facebook, Instagram, Pinterest, Twitter and LinkedIn, provide companies with necessary algorithmic approaches to address current business challenges.

**Cashless Society.** The vision behind “Cashless Society” is to make Denmark the first cashless society in the world. Compared with the rest of the world, the Danish based entirely unique, and the cashless society will only further strengthen Denmark’s international competitiveness. The idea of a cashless society leads to a number of issues and challenges that will be explored and investigated. Some of the key research questions are: How does the digitization of money affect the use and experience of money? How does the digitization of transactions influence the performance of and preference for different payment systems? How can we design a digitized payment ecosystem?

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

### RESEARCH TOPICS

The Department of IT Management conducts research within the following research areas related to information technology and information systems: Design, Implementation, Use and exploitation and Information management.

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

### Example Research Theme IoT

The group ‘Internet of Things’ (IoT) has the objective to create an Internet of People and Societies by creating multidisciplinary and cross-disciplinary approaches with researchers, politicians, citizens, NGO’s and enterprises pursuing socially productive scenarios in the merging of our physical world and the virtual world.

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

### Theme:

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

### Publications

- Eaton, Ben; Elvøe-Coldenbroek, Silvio; Sørensen, Carsten; Yoo, Youngjin / Distributed Tuning of Boundary Resources : The Case of Apple’s iOS Service System. In: M i S Quarterly, Vol. 39, No. 1, 2015, p. 217–244. As-Aiz


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### KEY FACTS

**INSTITUTION**

- 20 tenured faculty
- 16 PhD candidates
- Plus a number of assistants, lecturers, adjuncts, and 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
- Electronic communication
- Human computer interaction
- Systems development
- E-Government
The University of Twente is where talent can best realize its full potential. Students and staff are the key. Together, 3,500 scientists and professionals carry out ground-breaking research, bring about socially relevant innovation, and provide inspiring teaching for more than 9,000 students. To us, entrepreneurship comes as second nature. The campus is home to more than 700 spin-off companies including student-run businesses. The University of Twente has also generated more than 200 successful spin-off companies including well-known businesses such as Booking.com and Takeaway.com. The university’s business park, Kennispark Twente, encourages and assists entrepreneurs to start new companies. But there’s so much more than that happening on our wonderful, green campus. Our sports and cultural facilities are unique and we host events such as the world’s largest student think-tank, Create Tomorrow. Another legend of such as the world’s largest student think-tank, Create Tomorrow. Another legend of such as the world’s largest student think-tank, Create Tomorrow. Another legend of such as the world’s largest student think-tank, Create Tomorrow.
ABOUT THE INSTITUTION
With over 30,000 students, eleven faculties and about 1,700 academic staff members, the University of Gdansk is the largest higher education institution in the Pomeranian, Poland. It offers the opportunity to study in almost seventy different fields with over a hundred specializations.

The Department of Business Informatics (BI) of the University of Gdansk is involved in research and teaching in the field of Business Informatics on the Bachelor, Master and Doctoral levels, according to Bologna process standards. The Department is the main contributor to the E-learning Educational Platform of the University of Gdansk. Moreover, it coordinates the Pomeranian Network of Business Informatics covering almost seventy different fields with over 30,000 students, eleven faculties and about 1,700 academic staff members.

CURRENT RESEARCH PROJECTS
- Development and launching of the specialisation of Master Studies at the Faculty of Management of the University of Gdansk – Informatics Applications in Business (AIB);
- 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 Uptodate Academic e-Learning;
- University of Tomorrow Project: Internationalization of Master Studies at the Faculty of Management of the University of Gdansk by co-operation with the University Houston-Downtown (USA): The Priority View In: Proceedings of the 8th SIGSAND/PLAIS EuroSymposium 2015, Springer LNBIP series 232


Dissertations
Rynkiewicz M., A model of teleworking implementation in IT firms, University of Gdansk, 2014, supervisor – Prof. S. Wrycz (in Polish)

PUBLICATIONS


Dissertations
Rynkiewicz M., A model of teleworking implementation in IT firms, University of Gdansk, 2014, supervisor – Prof. S. Wrycz (in Polish)
The University of Minho (UMinho) is one of the Portuguese new universities created in the early 1970s. Currently it has around 20,000 students enrolled in degree programs offered by its eleven schools that cover most areas of knowledge (sciences, engineering, psychology, education, social sciences, economics and management, law, humanities and arts, architecture, medicine, nursing).

The University is named after the North-west region of Portugal where it is located. The University campus, and other main infrastructures, are situated in the cities of Braga and Guimarães. The region has a strong tradition of vibrant entrepreneurship rooted in a rich history associated to the Roman empire, to the Christianisation of the Iberic Peninsula and to the foundation of the Portuguese nation.

In its establishment, back in 1972, UMinho sought to set up its strategy taking into consideration the socio-economic characteristics of the region and paying attention to emerging fields of knowledge with major potential for development and consolidation of the small and medium enterprises that constitute the majority of Minho's economic fabric. By the time, it was such an emerging academic field. At UMinho informatics emerged associated to the areas of industrial management and control, areas that gave origin to several degree programs and departments related to computers and to informatics.

UMinho has been the first Portuguese university to offer a full degree program in Informatics in the country. It is not surprising, thus, that informatics is an important area at UMinho, with more than 10% of its students enrolled in degree programs in the area. UMinho currently offers five initial degree programs in informatics or somehow related to computers, namely: Informatics Engineering (integrated master); Engineering and Management of Information Systems (integrated master); Telecommunications and Informatics (integrated master); Industrial Electronics and Computers (integrated master); Computation Sciences (bachelor). The annual intake of new students for these programs amounts to close to 400. The offer of postgraduate programs includes several master programs (informa
tion systems; informatics; entrepreneurship in information technologies and services; technology and digital arts; bioinformatics; law and informatics; engineering of networks and telematics services; management of engineering projects) and several PhD programs (Information Systems and Technologies; Informatics (in cooperation with universities of Porto and Aveiro); Telecommunications (in cooperation with universities of Porto and Aveiro); Electronics and Computers Engineering).

Several departments are associated to this educational offer. Not just the departments more related to the informatics and computers (Informatics, Information Systems, and Industrial Electronics) but also departments from other schools like the Mathematics and the Biology departments from the School of Sciences, the School of Law; and the Management department from the School of Economics and Management (this School is an important contributor to the integrated master in Engineering and Management of Information Systems, taking care of most courses in the areas of economics, organizational sciences and management).

The DEPARTMENT of INFORMATION SYSTEMS

The academic interests of the Department of Information Systems are related to the adoption and use of information technol
ogy (IT) in organizations and society. They address two concerns: (1) those related to the development and improvement of socio-technical units (work units, processes, organizations, businesses, society sectors); (2) those related to the construction of IT applications capable of addressing the needs of the contexts where they will be used or to enable new forms of setting up work structures.

The Department of Information Systems has around 35 faculty members. Most of them hold a doctoral degree and are in a tenure track. A few of them, collaborating with the department in a part time basis, are recruited among reputed IST professionals. The department has also six collaborators with international mobility and cooperation. The department aims at providing a rich and challenging environment for teaching and research. Cultural diversity is viewed as an asset. Creativity and innovation are valued as crucial to the department's academic mission. The department is installed in modern facilities, adequate to the fulfillment of its mission.

The portfolio of educational offer promoted by the Department of Information Systems in the information systems and technologies (IST) area – TSI@UMinho http://ti@uminho.dsi.uminho.pt – covers all levels of higher education. Initial training of IST professionals is achieved through the integrated Master in Engineering and Management of Information Systems. This program has its roots in an early program created in 1990. Challenges from keeping up with constant evolution of IST professional training and the demands of adjusting higher education programs to the new principles and rules for higher education have been addressed through several changes in the program structure. Besides this IST initial training program, the TSI@UMinho portfolio also includes the following programs: Master in Information Systems; Master in Information Services and Technologies Entrepreneurship; Doctoral Program in Information Systems and Technologies.

TSI@UMinho students are offered a broad range of possibilities in what concerns international mobility and cooperation. The department has mobility agreements with several large companies from several countries and promotes the affiliation to networks whose thematic motivation might facilitate the exchange of students (e.g., ERCOS, IST, LINK, AIS Student Chapter@UMinho).

Research and Outreach

R&D activities are central to the university vision assumed by the UMinho, the Engineering School and the Department of Information Systems. Therefore it is a concern of the department to ensure that there are R&D programs that address the development of the IST body of knowledge and the application of this knowledge to whatever problems and situations where it might be beneficial.

Providing services to the community is also viewed as an important academic activity as it is an opportunity to contact with real world situations that constitute potential R&D cases. This is particularly relevant due to the fact that the nature of most problems addressed in the IST area does not allow their study in laboratorial settings.

Research – the ALGORITMI R&D centre

Research activities in the information systems and other informatics-related fields are carried out in the ALGORITMI R&D centre. ALGORITMI is a UMinho's research unit funded by the Portuguese agency for science and technology. It combines basic, applied and translational research in a broad range of areas that include: information systems, software, multimedia, communications, networks, pervasive computing, electronics, operations research, statistics. Most researchers of ALGORITMI centre are also faculty in four departments of the schools of engineering: Information Systems; Informatics; Production and Systems; Industrial Electronics.

ALGORITMI organizes its activities along two dimensions. On one dimension (research lines) R&D activities are aligned with the areas of the departments associated to the centre mentioned above. On the other dimension (research strands), activities focus on a selection of societal challenges, namely: healthy and innovative industry; sustainable and smart cities; healthy and secure people; resilient and agile organizations.
Research in Information Systems and Technologies

Information Systems and Technologies (IST) is a research line close to the interest of the Information Systems Department. It embraces three research groups: i) Information systems and technologies for the transformation of organizations and society; ii) Advanced and intelligent technologies for information systems; iii) Engineering and management of the development process of software-based information systems.

The first area addresses the adoption, use and exploitation of Information Technology to enhance desirable organizational and societal traits, namely collective intelligence, agility, resilience, transparency and citizen empowerment. The second area focuses on adaptive systems that use data to enhance individual, group or organizational work or to enable new work practices and structures. Finally, the third area addresses the processes of building and deploying information systems. It covers both the engineering and the management dimensions of the development process.

The three groups are highly complementary and interdependent, acting as a crosscut research agenda for stimulating cooperation when addressing specific IST research topics, such as: business intelligence & process management, information services, information systems security & audit, knowledge management, semantic web & scholarly communication, and sustainable development of organizational software.

The IST R&D line covers the full range of research activities that precede innovation, including basic, applied and translation research. The addressed phenomena include Information Technology (IT) artifacts, methods and conceptual tools and also the behaviour of individuals, groups, organizations or even societal phenomena. This diversity of research activities and phenomena of interest leads to a diversity of research methods, which is likely to include: case studies, field studies, field experiments, surveys, laboratory experiments, computer simulations, action research, proof-of-concept, benchmarking, panels of specialists, and Delphi studies. For further details about the Information Systems and Technologies research line, please visit http://dioptimos.uminho.pt/research_teams/ist/.

About the Institution

UMINHO is located in the Minho region of Northern Portugal, a region with an extremely strong tradition of vibrant enterprise, essentially of small and medium-sized businesses. The University has taken up the challenges of knowledge with the consolidation of its research activities, recognizing this as a vital strategy for generating knowledge, affirming the internationality of the university, differentiating teaching projects and establishing an effective cooperation with society as a whole.

The Department of Information Systems brings together faculty and researchers whose valences as well as teaching and R & D interests are strongly related to the challenges posed by the development of Information Technology artifacts that leverage innovative ways of work and social interaction. Special attention is given to organizations (companies and other institutions, public or private) as particularly relevant areas where such artifacts are relevant and the processes of adoption pose important challenges to Information Systems professionals.

By addressing complex questions that bring together all the dimensions of the issues at stake, IS researchers at UMINHO contribute to a more dynamic development of research and education activities targeted at the information systems and software industries, which can spill over to society at large and result in sustainable and inclusive growth and quality of live through a more productive use of IT.

Current Research Projects

During 2015, UMINHO was involved in the following activities:

- Organization of the Annual Workshop will take place in Guimarães, Portugal (24th–26th August 2015);
- Ongoing interactions with the University of Twente (Fons Wijnhoven) to create a double master diploma in Information Systems;
- Coordination of efforts to produce an Erasmus+ project proposal – Project Title: Information Systems Participatory Science Lab (ISPSLab), Erasmus+, Cooperation for innovation and exchange of good practices.

Isabel Ramos got a visiting scholarship from the University of Agder, Norway. During the two week visit in September 2015, several activities were performed:
- (i) presentation of UMINHO and the research performed by the group “Information Systems and Technologies for the Transformation of Organizations and Society” (ISTITOS); (ii) attendance of a doctoral defense; (iii) conducting a workshop on grounded theory and the interpretive criteria of rigor (“Grounded Theory: re-searching the management of knowledge and innovation”); (iv) meeting with Prof. Bjørn-Tore Flåten and Prof. Rotem Shneor from the Business School in order to identify common research interests; (v) meeting with colleagues from the Centre for Integrated Emergency Management (CIEM) – Prof. Bjørn Erik Munkvold, Assoc. Prof. Tim Majchrzak, Prof. Jose Gonzalez (Dept. of ICT); (vi) preparation of a project initial idea focusing open innovation in SMEs with Prof Dag Olsen, Prof. Eli Hustad, Prof. Tom Ruar Ekebokk and Ass. Prof. Niels Frederik Garmann-Johnsen; and (vii) discussion of possible future collaboration at the level of the PhD in Information Systems with Prof Bjørn Erik Munkvold.

In addition to the academic activities, there was still time to participate in social activities including a dinner offered by the newly PhD Adeola Wale-Kolade, a boat trip to the fjords and a trip to a farm market in Seljord with Prof. Hans Olov Omland and post doctoral researcher Mi-hoka Sakura followed by sightseeing that included the a visit to Eidsborg church.

During the last day of the visit, Sept 18th, after the meeting on the campus of Grimstad (CIEM), there was a visit to Grimstad.

Carl Adams – Sustainability and resilience: an IS perspective

The papers are now undergoing a final review process to be published in the Journal of Information Systems and Technology Management (www.jistem.ofiem.org/index.php/jistem)

The commemorations of the 25th anniversary of the graduation in Information Systems (Licenciatura em Informática de Gestão) e of the IST education at UMINHO was celebrated on September 24th and 25th. Prof. Jorge Becker talked to attendees about “Research in IS: The ERCIS and the grand challenges of modern society”.

UMINHO is involved in the organization of the ECIS 2017 in Guimarães. In this last quarter of 2015, the image and website of the conference are being developed.

The website will go live on Dec 12th (www.ecis2017.eu).

Carl Adams – Using research methods to design technology for resilience

The Department of Information Systems

www.dsi.uminho.pt
The Department of Management Systems is one of eight departments in the Waikato Management School and oversees the disciplines of digital 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 Electronic Commerce degree, and complementary qualifications, including the Master in Electronic Commerce and Postgraduate Diploma in Electronic Commerce, have grown out of the Department’s success in this area.

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

- Beacons
- Data curation
- IT project management
- Data marketplaces
- Mobile commerce
- Electronic government
- Systems intelligence
- Knowledge transfer

Current Research Projects
A number of research projects are currently underway, primarily around the business application of emerging technologies. One such topic seeks to conceptualise the possible applications of beacon technologies, particularly within the financial sector. Beacons are a relatively new concept based around Bluetooth 4.0 and 4.1. Early research has focused on the potential of beacons within retailing whereas this project seeks to broaden its application base. The development of mesh beacons has provided further business applications.

One of the Department’s other key research projects, involving collaboration with Prof Gottfried Vossen from Muenster, and his research assistant Dr Florian Stahl, examines a range of related issues associated with data curation, presentation of curated data on mobile devices, and data storage and presentation without internet access. An important output of this work to date has been the Web In Your Pocket (WiPo) tool, which allows selected data to be ‘pushed’ to a mobile device and remain available to the user, even in areas with no internet access. The WiPo tool has the potential to be used in a range of areas, including e-tourism, emergency management and healthcare sectors. Most recently this has been applied to the specific emergency management example of search and rescue where a number of search and rescue experts have evaluated the potential of WiPo to enhance their operations.

A number of other relevant research projects are on-going in the areas of systems intelligence, knowledge sharing, supply chain integration, IT project management and emergency management.

Hosted Seminars
The Department regularly hosts seminars by visiting speakers which span a range of topics, reflecting the multidisciplinary research interests of the Department. Recent seminar topics include ‘Dry Port Development’, ‘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


Hung, W; McQueen, R; Yee, D; Chau, P (2015). ‘Measuring the alignment of websites and organisational critical activities’, Technology Analysis & Strategic Management, Vol. 27 No.5, pp. 550–568.


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

ABOUT THE INSTITUTION

The Department of Information Systems at the Kaunas University of Technology (KTU) was founded in 1993 as a result of more than 20 years of research in the field of information systems (IS). Since then, we have grown to become one of the leading departments in the KTU Faculty of Informatics. In 2012, the Department’s Laboratory of Information Systems Design Technologies (headed by prof. R. Butleris). In 2014, the Center was expanded as part of the move to the newly established Integrated Science, Studies and Business Centre (Valley) “Santaka”. As of autumn 2015, the Department and Centre combined employed 27 researchers, lecturers, and engineers. Being among the leading IS R&D 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 research programmes titled “Information Systems and Databases Design Technologies”. In 2012, the Department’s Laboratory of Information Systems Design Technologies was expanded as part of the move to the Centre combined employed 27 researchers, lecturers, and engineers. Being among the leading IS R&D hubs in Lithuania, the Department has built good relationships with the local IT companies and accumulated valuable research experience with Lithuanian and international partners.

RESEARCH TOPICS

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

- Conceptual modeling and databases
- Model-driven and service-oriented development
- Modeling of business processes and business rules
- Requirements specification
- Semantic Web languages and technologies
- Ontologies
- Enterprise modeling
- Project management
- Data mining and business intelligence
- Knowledge-based systems
- Model-driven testing of information systems
- Information systems user interface and usability

CURRENT RESEARCH PROJECTS

Here are the main projects the Department and Centre staff have been involved in 2015:

- Business Semantics Based Integration of Business Processes and Business Rules (2012-2015), with No Magic Europe. Financed by the EU Structural Funds under the Economy Growth Centre and JSC Hnit-Baltic.

- Professional network of Master's degrees in Informatics as a Second Competence – PROMIS (2013-2016). Financed by the Tempus Program and coordinated by the University Grenoble Alpes, this project is carried out by 5 European universities, 3 enterprises, and 10 beneficiary universities from five Central Asian (CA) countries. In 2015, in addition to monitoring activities, the Department organised a week long seminar devoted to the development and refinement of curricula for the master's courses of Databases and Data Mining and Data Warehouses.

- Lithuania’s Membership in the International Research Infrastructure – CLARIN ERIC (2015-2016). In this Lithuanian Ministry of Education and Science supported initiative aimed at the development of the Common Language Resources and Technology Infrastructure, the Department is working together with the specialists of two other Lithuanian universities.

- Provision of Youth Consulting and Guidance Services in the Public e-Space (2012-2015). Financed by the EU Structural Funds under the Economy Growth Activities Programme, project coordinator – Youth Matters Department under the Ministry of Social Security and Labor of Lithuania.

In addition to aforementioned activities, the Department continued cooperation with local enterprises on a number of small-to-large scale projects. In 2015, the most notable result was the completion of the National Forest Inventory Information System that was developed in cooperation with the Lithuanian State Forest Survey Center and JSC Hnt-Baltic.

EVENTS

21st International Conference on Information and Software Technologies, ICIST 2015, Druskininkai, Lithuania, October 15-16.

PUBLICATIONS


Dissertations

Jaroslav Kupagicius: Representation of Semantics of Business Vocabulary and Business Rules in Web Ontology Language
ABOUT THE INSTITUTION

Simon Kuznets Kharkiv National University of Economics is the leading higher education institution of Eastern Ukraine, which provides a full range of educational services, carrying out multistage training, retraining and upgrading experts' skills in 32 specialties, such as Economics and Entrepreneurship, Management and Administration, Information Systems and Computer Science, Publishing and Printing Business.

Information Systems Department is a member of National Educational Methodical Commission in Information Systems and Computer Science. The Master Double Diploma Program MBA “Business Informatics” with the University of Lumiere Lyon-2, France, was established in 2005. According to research of SMBG Consulting Group the Program was included in the top 10 Master Programs in Business Intelligence in France in 2012–2015. 169 students have graduated from the Program.

The University established a flexible system of quality specialists preparation management, based on continuous monitoring of KhNUE graduates’ achievements. Having a considerable experience in training Ukrainian students, KHNUe influences HR, scientific, technical and economic policy of industrial enterprises and organizations in the country. The University trains highly skilled economists familiar with modern information technologies and innovative model of behavior.

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Research Topics

> Mobile technologies in operative management of an enterprise;
> Models and methods of distribution in GRID-Systems;
> System of monitoring in scientific researches in higher education;
> Fuzzy logic and modelling in logistic and marketing;
> Information security;
> Distributed data warehouses;
> Knowledge base and artificial intelligence;
> Innovative computer technologies in higher education;
> Cyber security of Instrumentation and Control Systems;
> Computer networks: performance, traffic and structure optimization, wireless and mobility;
> Natural computing: Neural Computation, Evolutionary Computation, Artificial Immune Systems, Swarm Intelligence;
> Multiobjective Optimization;
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> Computational Intelligence for System Identification and Control
CURRENT RESEARCH PROJECTS
- Algorithms and software scheduling for distributed computing in GRID-systems.
- The development of models and methods for scheduling in a distributed environment with inalienable and alienable resources for tasks with deadlines.
- Analysis of cryptographic means for information protection in banking systems.
- Developing differential game models complex of cyber-attacks processes in systems for bank information protection.
- Analysis and developing optimal strategies for information security in banking systems.

AWARDS
- Ukrainian Student team’s Programming Contest 2014 – 1st and 3rd places
- International Championship of IT talents “Golden Byte” 2nd place
- 1st place in Ukrainian student's contest in Information Security

Conferences:
- VII Annual International Conference “IT Industry Development; Problems and Perspectives”
- VI Annual Conference “Information technology in the contemporary world: studies of young scientists”

PUBLICATIONS


RESEARCH TOPICS
- Mobile technologies
- Business Process Management
- System of monitoring in scientific researches in higher education
- Fuzzy logic and modelling in logistic and marketing
- Information security
- Distributed data warehouses
- Knowledge base and artificial intelligence
- Innovative IT in higher education
- E-learning


Plika, O. Modeling of the information management system innovation activities of enterprises // Socio-economic problems and the state, 2015, p. 37–42


Plika, O. Modeling of the information management system innovation activities of enterprises // Socio-economic problems and the state, 2015, p. 37–42

The Department of Information Systems (IS) is one of four departments within the Faculty of Social Sciences at the University of Agder (UAg). With an academic staff of 15 permanent positions and 3 adjunct professors, this is one of the largest IS departments in Norway.

The department offers a three-year bachelor’s programme in IT and Information Systems, a one-year undergraduate study in IT and Information Systems, a two-year master’s programme in Information Systems, and a three-year PhD programme in Information Systems. The master’s programme started in 1999 as the first IS master programme in Norway. The University of Agder also has a Department of ICT, responsible for education and research within computer science and ICT engineering.

The Department of Information Systems contributes actively to the IS community by publishing in leading IS journals, hosting and participating in international conferences.

**Research Topics**

The research in the Department of IS is currently organised in two centres and one research group:

- **Centre on e-Government (CeG)** focuses on how ICT can be used to improve government processes and communication with citizens, how citizen participation can be advanced through social networks and how ICT can further development in the less developed parts of the world. The Centre is involved in research, teaching and dissemination, and is a leading e-Government research group in Norway.

- **Centre for Enterprise Systems (CENS)** was established as a response to the increasing demand for graduates with enterprise systems skills, both from the IS and the business programs. The Centre has a dual role: to provide hands-on enterprise systems modules in various IS and business courses, and to act as a resource centre for organisations on the acquisition, implementation and use of enterprise systems.

- **Research Group on Design Research** focuses on how information technology artefacts, such as information systems and software solutions, are developed and for organisations. Especially, the group views development of artefacts as interaction between the processes of technical construction of artefacts and organisation-internal implementation.

In addition, the Department is part of two multidisciplinary centres at the University of Agder:

- **Centre for Enterprise Systems (CENS)** focuses on teaching, research, development and testing of new technologies for the health and social sector. Taking a user perspective, the aim of the centre is to make everyday life easier in today’s health society by developing technological solutions such as smart house solutions and mobile home services.

The Centre for Integrated Emergency Management (CIEM) at the University of Agder hosted the 12th International Conference on Information Systems for Crisis Response and Management (ISCRAM) 2015 on May 24-27 2015 in Kristiansand, Norway, with over 300 participants (http://iscram2015.uia.no/)

**Current Research Projects**

Implementation of welfare technology. Digital surveillance in municipalities and its impact on innovation of services and organisation (2014-2017). Project funded by the 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.

**Dissertations**


**Publications**


**CONTRACT DETAILS**

**PROF. DR. ING. BJØRN ERIK MUNKVOLD**

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**INSTITUTION**

- Founded in 1994 (full university status from 2007)
- Approximately 11,000 students and 1,100 staff

**DEPARTMENT OF IS**

- 18 researchers
- Approximately 300 bachelor and master students in IS
- 12 PhD students

**RESEARCH TOPICS**

- E-Government and benefits realisation
- E-Participation and e-Democracy
- ICT for development
- Enterprise systems implementation in SMEs
- Business process management and process modelling
- Knowledge management and e-collaboration
- Systems development practice
- Emergency management IS

**Contact Details**

**University of Agder – Department of Information Systems**

www.uia.no/is

**More Information**

http://www.uia.no/is

**Journal of Information Systems (OJIS)**

http://oasis.uia.no/
KU LEUVEN – LEUVEN INSTITUTE FOR RESEARCH ON INFORMATION SYSTEMS & PUBLIC GOVERNANCE INSTITUTE

ABOUT KU LEUVEN
Situated in Belgium, in the heart of Western Europe, KU Leuven has been a centre of learning for nearly six centuries. Today, it is Belgium’s largest university and, founded in 1425, one of the oldest and most renowned universities in Europe. KU Leuven is a research-intensive, internationally oriented university that carries out both fundamental and applied research. It is strongly inter- and multidisciplinary in focus and aims to transform the transformation from the industrial society into an information society, where creation, integration, processing, management and use of information and knowledge is a significant economic activity and a source of competitive advantage.

The KU Leuven Public Governance Institute

The KU Leuven Public Governance Institute has as its mission to gain knowledge and insight regarding politics, administration and public policies on local, regional, federal, European and international levels. We intend to make scientific contributions to an improvement in the policy-making, organization and management of public administrations.

The KU Leuven Public Governance Institute is an internationally oriented and interdisciplinary research institute that focuses on different aspects of public governance. Both fundamental and applied research are part of our activities, with special attention on theory, empirical research and practice. Comparative research in particular is one of our core competencies.

Research topics
- analysis, modeling and architecture of information systems;
- knowledge discovery, data and process mining;
- architecture and infrastructure;
- data, process and decision modeling;
- business data, process, service, rules and decision management;
- information strategy.

The research focuses on the entire trajectory of assessing the as-is business situation (through discovery, analysis, mining), modelling the concepts, improving the models to obtain the to-be situation, and engineering the model to an implementation. This integrated approach of models, rules, decisions, processes, structures aims at creating innovative business solutions and is referred to as Business Engineering. Business Engineering combines knowledge from the fields of business administration as well as information technology and relates it to the transformation from the industrial society into an information society, where creation, integration, processing, management and use of information and knowledge is a significant economic activity and a source of competitive advantage.

Public Governance Institute focuses on three distinguishable but partly overlapping clusters within the public governance domain:
- Politics, citizens and policies: this research cluster focuses on the understanding of the relationship between governments, citizens and policy practices.
- Administrative organization and HRM: this cluster focuses on the changes in the governmental landscape and the way in which the government handles its human capital. Examples of research lines are: Co-creation and Co-production of public services; Organization of public tasks; coordination and cooperation.
- Management of information, performance and finance: this cluster focuses on the understanding of the relationship between governments, citizens and policy practices. Research projects within LIRIS are conduct-

KU LEUVEN – LEUVEN INSTITUTE FOR RESEARCH ON INFORMATION SYSTEMS

LIRIS
The Leuven Institute for Research in Information Systems (LIRIS), founded in 1987, coordinates research in the area of information technology and management in organizations. This research embodies fundamental issues of information systems in organizations (dealing with concepts, models, generic methods, tools and techniques), applied research (relating general research results to specific problems and application areas), and research on the use and implications of information systems throughout society.

The LIRIS Faculty currently counts 7 professors, 2 postdocs and around 15 PhD researchers.

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About KU Leuven
KU Leuven is one of the oldest and most renowned universities in Europe. Founded in 1425, it is Belgium’s largest university and, situated in the heart of Western Europe, it has been a centre of learning for nearly six centuries. Today, KU Leuven is a research-intensive, internationally oriented university that carries out both fundamental and applied research. It is strongly inter- and multidisciplinary in focus and aims to transform the transformation from the industrial society into an information society, where creation, integration, processing, management and use of information and knowledge is a significant economic activity and a source of competitive advantage.

The KU Leuven Public Governance Institute

The KU Leuven Public Governance Institute has as its mission to gain knowledge and insight regarding politics, administration and public policies on local, regional, federal, European and international levels. We intend to make scientific contributions to an improvement in the policy-making, organization and management of public administrations.

The KU Leuven Public Governance Institute is an internationally oriented and interdisciplinary research institute that focuses on different aspects of public governance. Both fundamental and applied research are part of our activities, with special attention on theory, empirical research and practice. Comparative research in particular is one of our core competencies.

Research topics
- analysis, modeling and architecture of information systems;
- knowledge discovery, data and process mining;
- architecture and infrastructure;
- data, process and decision modeling;
- business data, process, service, rules and decision management;
- information strategy.

The research focuses on the entire trajectory of assessing the as-is business situation (through discovery, analysis, mining), modelling the concepts, improving the model to obtain the to-be situation, and engineering the model to an implementation. This integrated approach of models, rules, decisions, processes, structures aims at creating innovative business solutions and is referred to as Business Engineering. Business Engineering combines knowledge from the fields of business administration as well as information technology and relates it to the transformation from the industrial society into an information society, where creation, integration, processing, management and use of information and knowledge is a significant economic activity and a source of competitive advantage.

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Public Governance Institute focuses on three distinguishable but partly overlapping clusters within the public governance domain:
- Politics, citizens and policies: this research cluster focuses on the understanding of the relationship between governments, citizens and policy practices.
- Administrative organization and HRM: this cluster focuses on the changes in the governmental landscape and the way in which the government handles its human capital. Examples of research lines are: Co-creation and Co-production of public services; Organization of public tasks; coordination and cooperation.
- Management of information, performance and finance: this cluster focuses on the understanding of the relationship between governments, citizens and policy practices. Research projects within LIRIS are conduct-

KU LEUVEN – LEUVEN INSTITUTE FOR RESEARCH ON INFORMATION SYSTEMS & PUBLIC GOVERNANCE INSTITUTE

ABOUT KU LEUVEN
Situated in Belgium, in the heart of Western Europe, KU Leuven has been a centre of learning for nearly six centuries. Today, it is Belgium’s largest university and, founded in 1425, one of the oldest and most renowned universities in Europe. KU Leuven is a research-intensive, internationally oriented university that carries out both fundamental and applied research. It is strongly inter- and multidisciplinary in focus and strives for international excellence.

Following the integration of the university colleges, the ‘entire’ KU Leuven counted 57,226 students as of June 2019. The largest student populations are found in the faculties of Economics and Business, Medicine, Engineering Technology, Arts, and Law. Students from approximately 150 countries study at KU Leuven.

LIRIS
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Key facts
Research areas
The LIRIS research covers fundamental issues of information systems in organizations (dealing with concepts, models, generic methods, tools and techniques). The research is oriented towards specific new domains (auditing, learning, service, customers and administrative processes), giving rise to auditing analytics, e-learning analytics, service analytics, etc. The new techniques in Process Analytics, 2015–2019.

Business decision management
Business decision management (modeling, mining and implementing decision representations and business rules) is an area with a long tradition in the FEB. The research recently led to an industry standard, DMN (Decision Model & Notation), adopted by the OMG.

- Business Analytics & Data Science
In close collaboration with a world-wide network of companies and fellow researchers, we study various research topics within the field of data science. Another key research track concerns the development of social network-based analytical models for fraud detection, credit risk modeling and marketing analytics (e.g., churn prediction).

Recent research projects of Public Governance Institute are:
- Development of a knowledge base on land and buildings policy set of instruments (2014).

LIRIS RESEARCH CHAIRS WITH INDUSTRY
The Business Information Systems group has a long tradition in industry-funded re-
search chairs. This partnership with indus-
ty is a strong valorisation of the research efforts and a good source of relevant re-
search questions. Some current research chairs in business processes, decisions and information management:

Colbyr – Symeta Research Chair: Smart Data and Decisions in Marketing

KBC Research Chair: A Data Quality Frame-
work for Effective Risk Data Aggregation and Risk Reporting

Coca Cola Research Chair on Gaining Busi-
ness Value out of Big Data and Predictive Analytics

Bpost Bank Research Chair on ACT: Action-
able Customer Management Analytics

VDAB Research Chair on CARMA: CAREer Management Analytics

Ageas Research Chair on Insurance Analytics

RSZ FAIR Research Chair on Forecasting and Network Analytics for Collection Risk Management

In the past, other research chairs in coop-
eration with TicketMatic, OpenConnect, Mi-
crosoft, KBC, VREP Amsterdam-Amstelland, SAP and PwC have been completed suc-
cessfully.

The site http://feb.kuleuven.be/liris contains an overview of current research projects, top publications, doctoral dissertations and research chairs with industry.

AWARDS
Public Governance Institute
Prof. dr. ir. Jeroom Crampvoets’ nomination for being an expert in the United Nations initiative on Global Geospatial Information Management (UN- GGIM) has been recently accepted.

In 2014, The Anneliese Maier Research Award (Alexander von Humboldt Stiftung/ Foundation) was granted to prof. dr. Geert Bourlaert of the Faculty of Social Sci-
ences in recognition of his outstanding achievements in academic research.

Prof. dr. Geert Bourlaert has been elected President of the IASS/AISA (International Institute of Administrative Sciences/Insti-
tute International des Sciences Administratives), for a 3-year mandate, succeeding Pan Su Kim from Korea.

JOURNAL PUBLICATIONS

tion context. Expert Systems with Applica-


Dillich, L.; Clausenkens, G.; Borsens, B. (2015) An akaike information criterion for multi-


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KEY FACTS
RESEARCH AREAS
The KU Leuven Public Governance Institute conducts research into dif-
ferent areas of public governance from a public administration and political science perspective. The results of our research are of value in higher and continuing education, in public organizations, and for society in general.
**LULEÅ UNIVERSITY OF TECHNOLOGY – ENABLING ICT – INFORMATION SYSTEMS**

**ABOUT THE INSTITUTION**
The main campus of Luleå University of Technology (LUTF) is located in Luleå, Sweden, on the northern coast of the Gulf of Bothnia. In 2015, the university had 7,100 employees and 16,000 students. Research is carried out in close cooperation with partners from industry such as Bosch, Ericsson, Scania, UKAB and SKF, with partners from the public sector and with other leading international universities. Externally funded research has a turnover of more than EUR 50 million per year.

Information Systems (IS) at LTU is defined by its inter-disciplinary research approach, which covers topics connected to the design and use of information technology in relation to people, organizations and societies. IS has a faculty of 25 professors and 11 doctoral students. IS-related research is also conducted within other research subjects such as Industrial Marketing and Mobile, Pervasive Computing, e-Communciation, e-Commerce, e-Government, and e-Health. Externally financed projects are organized and supported by four research centers: Centre for Distance-Spanning Technology, Centre for Long-term Digital Preservation, the e-Health Innovation Centre and Centre for Inter-organizational Innovation Research.

**RESEARCH TOPICS**
Enabling ICT, which is one of nine strategic areas of excellence in research and innovation within the university, is hosted by IS and gathers researchers to collaborate within the information and communication field.

Digital Service Innovation regards services as a driver for individual, organizational, and societal change, in which interaction between design and evaluation processes is vital. The challenges include enabling sustainable life through transformative services, creating and maintaining a service innovation culture, enhancing the service experience through co-creation, and assessing service value.

Information Security focuses management and behavioral aspects of information, network and infrastructure security, as well as pedagogical issues of online security education. The topic covers security as a part of organizational practice, security and IT-management practices, business risk practices and technical design of enterprise security controls. An international, on-line master’s program and an on-line information laboratory for both educational and research purposes are continuously developed.

Sustainable Data and Information Management regards data, information, and knowledge as a valuable resource to be managed, cultivated, and utilized systematically throughout its life-cycle both in enterprises and in the public sector. The 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.

**CURRENT RESEARCH PROJECTS**
- **Related to Digital Service Innovation:** SAT-IT II that aims to make it easier for end users to develop mobile services (www.satuproject.se), EAR-IT that focuses on existing challenges of using acoustic sensing in smart cities and smart buildings (www.ear-it.eu), and IoT Labs that will research crowdsourcing to extend Internet of Things (IoT) testbed infrastructure for multidisciplinary experiments and end-user interactions (www.iotlab.eu).
- **Related to Information Security:** USEMP project that studies how to empower individual data subjects with regard to sharing their personal data, while protecting their privacy by design (www.usemp-project.com). The MSB project on protective measures and guidelines to national authorities is funded by the Swedish civil Contingency Agency.
- **Related to Sustainable Data and Information Management:** ForgetIT focuses on concise digital preservation by combining managed forgetting and contextualized re-membering of archived information (www.forget-it-project.eu) and DURAREK that focuses on the preservation of 3D architectural data (www.durarek.org). Research is also conducted in Cloudberry (www.cloudberry-datacenters.com), a research and innovation milieu for green data centers and clouds.
- **Recent Journal Publications**

**Projects are, for example:**
- **CUP (Customer focus for increased use of public e-services),**
- **EKO (Effective communication in crisis),**
- **DIGIVAR (Digital strategies for growth in the hospitality industry).**

**EVENTS**
The second bi-ennial Luleå seminar on design-oriented research was organized by IS Sept 15-16 2015. The topic for the seminar was design research and action design research, and prof. Maung Sein, Sandeep Prues and Matti Rossi were acting as mentors sharing their expertise with the participants.

**PUBLICATIONS**

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tero.pavarinta@ltu.se
www.ltu.se/research/subjects/information-systems
www.ltu.se/research/areas-of-excellence/enabling-ict/en

**KEY FACTS**
- **Institution:** Founded 1971
  - 16,000 students and 1,700 staff members
- **Subject of Information Systems:** 25 IS researchers, 3 Professors
- **Enabling ICT:** Several IS-related research areas and topics
  - International, on-line master’s program in Information Innovation; approximately 100 students
  - Bachelor programs in Systems Sciences Digital Service Innovation; approximately 250 students

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The Big Data Forum aims to build capacity around existing research themes and, in particular, to encourage the formation of cross-disciplinary teams. The network seeks to ensure that relevant experience can be communicated more effectively, and that existing synergies in the school are fully exploited. The network also provides a starting point for individuals interested in moving into this research area, whether these are PhD students or academics.

The decision and cognitive sciences group also lead in the development of a related MSc in business analytics, which traditional management theory topics with new quantitative and qualitative techniques in the modelling and analysis of large data sets. This year Dr. Michael Weichert gave a fascinating talk and presentation on the commercial applications of big data in a telecommunications business. The presentation highlighted the new opportunities that arise using big data strategies for new types of customer data analytics, in particular to understand consumer behaviour and allocate marketing resources more effectively to improve the acquisition and retention of customers. The theme of big data also features in the work of visiting academic consultant Dr. Duncan Shaw, who shared his knowledge and experiences of developing big data strategies with a focus on the commercial exploitation of customer data sets in a wide range of industries including pharmaceuticals and financial services. Both presentations gave important insights into the vast potential of large data sets, and highlight the need for suitably qualified researchers and practitioners who have an understanding of both the business context and the commercial aspects of modelling and also have detailed knowledge of technical data systems and statistical techniques. This is an area where University departments with interests in technology and business should be ideally placed to establish leading positions in this field in partnership with commercial organisations.

RESEARCH COLLABORATION BETWEEN THE UNIVERSITIES OF MANCHESTER AND MÜNSTER

Professor Stefan Klein and Julia Jacobs from the University of Münster and Chris Holland from the University of Manchester are continuing their research collaboration with ComScore to develop new theoretical models of consumer behaviour that are empirically informed. One of the initial research topics is the analysis of the customer journey in the airline sector, where the Internet and mobile applications play a vital role in the consumer search process. The growth of price comparison engines and the option of direct search with airline websites make airline travel a rich and dynamic market. One of the topics being investigated is the role and influence of price comparison engines on direct search with airline websites. The initial results were presented at the Information and Communication Technologies in Tourism 2015, held in Lugano, Switzerland in February. The research is supported by the Fonds National de la Recherche, Luxembourg (1842603).

Paul Thompson, Researcher Profile

Paul Thompson has been a research associate in the National Centre for Text Mining (NaCTeM) since 2007, working primarily on extracting and structuring complex information from texts belonging to various subject areas. He recently participated in the Mining the History of Medicine project, with the University of Manchester’s Centre for the History of Science, Technology and Medicine (CHSTM). Paul worked on demonstrating how applying text mining techniques to digitised historical medical text can enhance efficient search, culminating in the History of Medicine search engine, which provides semantically-enhanced search over two large archives of historical medical documents. The project has been mentioned in the Lancet, one of the world’s oldest and most prestigious medical journals. Vide Medical periodicals: mining the past, G. Ferry, Georgina, The Lancet, 385 (9987), 2565–2570.

A SAMPLE OF RECENT PUBLICATIONS FROM THE UNIVERSITY OF MANCHESTER ERICS RESEARCH GROUP


**RESEARCH TOPICS**
Research area of the Faculty of Organizational Sciences is focused on investigation of complex dynamic management systems, covering various aspects from human resources, information systems, business processes and general management. The significant focus is in implementation of newest ICT and their impact on new business model development, and increasing effectiveness and efficiency of business and government organizations, ICT industry, universities and society as a whole.

Research topics at the Faculty of Organizational Sciences:
- Management of Information systems
- e-Commerce, e-Business
- ERP systems
- Inter-organizational systems
- Government
- Mobile commerce
- eHealth & Well-being
- eBusiness models
- Cloud computing
- Internet of Things
- Enterprise 2.0
- Social media, Web 2.0, eCollaboration
- eLearning 2.0 & eEducation
- Open innovation, Living labs
- Business processes management
- Decision support systems
- Simulation systems and models
- Knowledge management
- Organizational learning
- Business intelligence
- Data mining
- Big data, open data

**CURRENT RESEARCH PROJECTS**
EU projects:
- ENVISION – Empowering SME business model innovation, Horizon 2020
- MASTIS – Establishing Modern Master-level Studies in Information Systems, Erasmus+ KA2

National Research programme:
- Decision support systems in the global e-business, Research programme, P5-0058
- Impact of management, organizational learning and knowledge management in modern organizations, Research programme, P5-0764-0596
- Development of students’ computer literacy for support of authentic natural science problem solving, Research program: Slovenian Research Agency

Bilateral projects:
- Manpower control strategy determination with self-adapted evolutionary and biologically inspired algorithms, Bilateral project SI-RU

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- Business processes management
- Decision support systems
- Simulation systems and models

**Information Society IS 2015**
Education in Information Society
September 28–29, 2015,
Ljubljana, Slovenia
http://eWellBeing.fov.uni-mb.si/

**SELECTED PUBLICATIONS**

**MALETIČ, Matjaž, MALETIČ, Damjan, DAHL-GAARD, Jens J., DARGAARD-PARK, Su Mi, GOMŠEKČ, Boštjan:**

**MALETIČ, Matjaž, MALETIČ, Damjan, DAHL-GAARD, Jens J., DARGAARD-PARK, Su Mi, GOMŠEKČ, Boštjan:**

**ROJMAN, Črtonič, KLIJAK, Mirjana, ŠKRABA, Andrej:**
System dynamics model for conversion to organic farming. Žurnal Sibirskega federalnega univerze, Matematika in fizika, ISSN 1997-1397, 2015, vol. 8, no. 1, pp. 64-74. [COBISS.SI-ID 379565]

**WERTER, Borut, RAJKOVIČ, Uroš, URH, Marko, ZNODARŠIČ, Anja:**

**DISSEMINATIONS/HABILITATIONS**
Disseminations in progress:
- Marko Bancevic: Decreasing sales forecast error by leveraging machine learning techniques for B2B opportunity-based forecasting, Supervisor: Mirjana Klijak Boštanjn, assistant professor
- Matjaž Knegelj: Development of methodology for automatic classification of electronic publications in Universal Decimal Classification – UDK, Supervisor: Mirjana Klijak Boštanjn, assistant professor
- Anka Mohoric Kenda: The continuous improvement of model of health care quality indicators with feedback information from e-complaints system, Supervisor: Robert Leskovar, Professor
- Milorek Kapun: Model procesa samoskrobo paciente v domačem okolju, Supervisor: Vladislav Rajkovic, Professor Ementus

Finished dissertations in 2015:
- Vid Ogrest: Self-adaptive evolutionary algorithm for production scheduling in a dynamic environment, Supervisor: Davorin Kofja, assistant professor
The Higher School of Economics (HSE) is a leader in Russian education and one of the preeminent economics and social sciences universities in Eastern Europe and Eurasia. Having rapidly grown into a well-renowned research university over two decades, HSE sets itself apart with its international presence and cooperation. Our faculty, researchers, and students represent over 50 countries, and are dedicated to maintaining the highest academic standards. Our newly-adopted structural reforms support HSE’s drive to internationalize and attract talented and motivated young people to form Russia’s future entrepreneurial and administrative elite professionals in business informatics.

RESEARCH TOPICS
- Business value of enterprise IS
- Industry 4.0
- PLM and production processes
- IoT and IoS
- Big Data Analytics
- Big Data BPM
- IoT outsourcing
- E-Business. Smart Commerce, Web 3.0
- Semantic technologies

CURRENT RESEARCH PROJECTS
- BPM for Domodedovo Airport
- Customers flow management with the use of geo-location and big data

EVENTS
- Workshop on Smart commerce, Web 3.0 and Big Data within 17th IEEE Conference on Business Informatics 2015, Lisbon, Portugal, July 2015
- Special session on Big Data Analytics and Smarter Commerce within Information Technologies and Quantitative Management 2015, Rio-De-Janeiro, Brazil, July 2015
- Invited talk on Web 3.0 and Big Data at the S-BPM One Conference 2015, Kiel, Germany, April 2015
- Workshop on Quality online content for empowerment within Internet Governance Forum (United Nations) 2015, João Pessoa, Brazil, November 2015

SELECTED PUBLICATIONS

S-BPM ONE 2015
First webinar of Special Interest Group on (Big-) Data-driven business processes within Association for Information Systems, USA, December 2015

DISSEMINATIONS/HAULITATIONS
- M. Hivintsev - "Aggregate with Multi-agent genetic algorithm simulation model of enterprise remote trading for solving multi-criteria optimization"
The Center’s research on Business Process Analytics is examining how to advance the family of methods and tools that can be applied to event streams in order to support decision-making in organizations. Research also is being conducted in the area of enterprise architectures, which can contain analytical or prescriptive models of organizations, in order to efficiently identify organizational and technical interfaces, streamline cross-functional operations, and assert compliance to rules and regulations. Researchers also are interested understanding the dynamics of digitalized design processes and the impact of digital technology on business process innovation.

Current research at the Center focuses on how organizations evolve in their ability to govern and change operational work and decision-making processes. Some organizations begin by creating technical infrastructures and then work out organizational adaption, while others try to work out organizational details before choosing appropriate technology. In either approach, the roles and responsibilities of a process management and support organization evolve over time, and little guidance exists as to how an organization can pursue operational efficiency in a repeatable and effective fashion.

AWARDS
Anon Lindberg, Assistant Professor at the School of Business, together with Professors Nick Berente (The University of Geor-gial) and Kalle Lyytinen (Case Western Uni-versity), are the recipients of the 2015 Best Paper Award by the Academy of Manage-ment’s Organizational Communication and Information Systems Division.

SELECTED PUBLICATIONS

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AWARDS
Anon Lindberg, Assistant Professor at the School of Business, together with Professors Nick Berente (The University of George) and Kalle Lyytinen (Case Western University), are the recipients of the 2015 Best Paper Award by the Academy of Management’s Organizational Communication and Information Systems Division.

SELECTED PUBLICATIONS

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The Center’s research on Business Process Analytics is examining how to advance the family of methods and tools that can be applied to event streams in order to support decision-making in organizations. Research also is being conducted in the area of enterprise architectures, which can contain analytical or prescriptive models of organizations, in order to efficiently identify organizational and technical interfaces, streamline cross-functional operations, and assert compliance to rules and regulations. Researchers also are interested understanding the dynamics of digitalized design processes and the impact of digital technology on business process innovation.

Current research at the Center focuses on how organizations evolve in their ability to govern and change operational work and decision-making processes. Some organizations begin by creating technical infrastructures and then work out organizational adaptation, while others try to work out organizational details before choosing appropriate technology. In either approach, the roles and responsibilities of a process management and support organization evolve over time, and little guidance exists as to how an organization can pursue operational efficiency in a repeatable and effective fashion.

AWARDS
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SELECTED PUBLICATIONS
The research of the Faculty MICS focuses on following directions:

- Cognitive science – the development of methods and techniques of receiving, processing, storage, use and management of professional knowledge
- Situational Modeling – multidimensional modeling of the behavior and decision making processes of individual and collective agents in complex distributed systems.
- Decision Making Analysis: basic approaches for solving important problems like the reengineering of companies using advanced technologies of e-business and a consistent set of formal process-oriented models. This result allows to effectively conduct a systematic analysis of economic and technological factors affecting the sustainable development of business and e-commerce.
- Original ways of formalizing the knowledge, which are based on ontological engineering, and are supplemented by practical methods of integration and verification of complex corporate service-oriented systems.
- New mathematical models and multi-agent optimization 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 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 performs an analysis of business-processes and information technologies in the framework of modern port logistics operations. The goal of the project is to develop high-level models of adaptive business processes and distributed software implementations using multi-agent technologies.

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 in separate flows, one per service.

**SELECTED PUBLICATIONS**


Aseeva N., Gramov E., Tsytin V. V. High-frequency solitons in a media with induced scattering on damping low-frequency waves and inhomogeneous dispersion and nonlinearity // Journal of Experimental and Theoretical Physics. 2015. Vol. 121. No. 5

**AWARDS**

In September 2014 LATNA Laboratory received a Russian Science Foundation grant for the project “Clustering and Search Techniques in Large Scale Networks.”

"Research in the field of combined analysis of video and portable sensors data” grant for the project from Intel corporation.

**ABOUT THE INSTITUTION**

The Higher School of Economics in Nizhny Novgorod (HSE NN) was founded in 1996. The main educational activities of the Faculty of Mathematics, Informatics and Computer Science (MICS) at the HSE NN are related to modern enterprise organization, enterprise architecture, business mathematical and computer modeling. Two laboratories TAPRADESS (Theory and Practice of Decision Support Systems) and LATNA (Laboratory of Algorithms and Technologies for Networks Analysis) are the research units of the Faculty MICS. In 2014 the Department of Fundamental Mathematics was opened.

**RESEARCH TOPICS**

The research of the Faculty MICS focuses on following directions:

- Cognitive science – the development of methods and techniques of receiving, processing, storage, use and management of professional knowledge
- Situational Modeling – multidimensional modeling of the behavior and decision making processes of individual and collective agents in complex distributed systems.
of Computer Science achieve outstanding similarity search, XML technologies, parallel areas of database systems, semantic web, natural language and many others. The Department of Software Engineering is natural language and many others.

The Faculty of Mathematics and Physics was created by separating a part of the Faculty of Natural Sciences on 1st September 1952. The School of Computer Science at the Faculty of Mathematics and Physics includes the School of Physics, School of Mathematics, and School of Computer Science.

The School of Computer Science at the Faculty of Mathematics and Physics includes eight prestigious teaching and scientific workplaces. The quality of their graduates is widely recognized. Among them are a number of top experts working as computer program 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 application in intelligent systems, optimization, programming methods, semantics and building large software systems, processing natural language and many others.

The Department of Software Engineering is focused on research and teaching in the areas of database systems, semantic web, similarity search, XML technologies, parallel computing, Big Data, and e-Science.

RESEARCH TOPICS

There are three research groups in the department:

Similarity RETrieval Research Group (SiRet)
http://siwet.ms.mff.cuni.cz/
The Similarity Retrieval Research Group (SiRet) is interested in three areas – general methods of indexing similarity (metric and nonmetric spaces), biological applications of the similarity search, and indexing image databases for content-based retrieval.

XML and Web Engineering Research Group (XERG)
http://www.ksi.mff.cuni.cz/xerg/
The XML and Web Technologies Research Group (XERG) focuses on XML and Web technologies and their exploitation, service-oriented architectures (design, implementation, management), evolution, change management and adaptability of applications, efficient processing of graph data (XML, RDF, linked data), ontologies, Web 2.0, and semantic web services.

Parallel Architectures/Algorithms/ Applications Research Group (PARG)
http://www.ksi.mff.cuni.cz/parg/
The Parallel Architectures/Algorithms/ Applications Research Group focuses on multi-core CPUs and NUMA servers programming, many-core GPUs and GPGPU computing, utilization of emerging parallel architectures (Intel MIC, Paralela/Epiphany), distributed computing on tightly coupled clusters, parallel data processing, concurrence 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 and the Technology Agency of the Czech Republic. The projects are the following: Intelligent library – INTLIB, Highly Scalable Parallel and Distributed Methods of Data Processing in e-Science, Efficient subgraph discovery for petabyte-scale web analysis, Novel methods for computational prediction and visualization of secondary structures of ribosomal ribonucleic acids – an integrated solution, Efficient chemical space exploration using multi-objective optimization.

PUBLICATIONS


DISSERTATIONS

Martin Svboda, Correction of Invalid Trees with Respect to Regular Tree Grammars, 2015

Zbyněk Falt: Towards Efficient Parallel Data Processing on Modern Hardware

EVENTS


CeRSI plays an important role in the promotion and coordination of the Italian academic and scientific community. Teaching and research activities in the IS field at Luiss are also run in connection with the Organization and Innovation Group, with the Project Organizing Competence Centre, and with the Digital Lab, whose members have published in international top journals including IT, ISSN, I&M and CAIS. In 2015, Luiss has hosted on a regular basis visiting scholars from more than 150 partners Universities. Among them, the following guests have interacted with the CeRSI-LUISS members: Ole Hanseth (U. Oslo), Anna Majchzak (U. Southern California), Gerardo Patriotta (U. Nottingham), Øystein Saabe (University Agder), Jan van den Ende (Erasmus U.), Robert Winter (U. St. Gallen). Still in 2015, members of the CeRSI-LUISS research center joined the following foreign Universities as visiting scholars: the University of Agder (NO), the University of Oslo (NO), University of St. Gallen (CH), Paris Dauphine (FR).

Research at CeRSI-LUISS focuses on three subject areas. The first is related to architecture and governance of digital products and platforms. The second is related to digital transformation in private and public sectors. The third refers to IT governance and Cybersecurity. Among the more recent application domains there are Telcos, e-Health and social services, e-business, and e-participation.

In addition to these new initiatives the CeRSI-LUISS team has been engaged in disseminating the results of projects successfully completed in the e-health (i.e. “Help and social interaction for elderly On a multimedia Platform with E-Social best practices”) and e-participation (i.e. Co-operative Commons) domains. Dissemination activities include the preparation of teaching cases and practitioners oriented studies. Joint research projects are running in collaboration with ERCIS members such as the University of St. Gallen and the University of Agder.

**PUBLICATIONS**


**CONTACT DETAILS**

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**KEY FACTS**

**INSTITUTION**

- Amongst the most relevant research institutions in the IS research area in Italy
- Connected with the Organisation and Innovation group, the Project Organising Competence Center, the Digital Lab at Luiss
- 8 research fellows
- A number of external national and international co-workers

**RESEARCH TOPICS**

- Digital platforms
- Digital transformation
- IT governance

**AWARDS**

- In January 2015 two members of CeRSI-LUISS, Alessio Maria Braccini and Tommaso Federici, obtained the national qualification as Associate Professors of Business Organisation.

- In 2015 Robert Winter (U. St. Gallen) and Paolo Spagnoletti (CeRSI-LUISS), have been awarded with an International Chair by Luiss University for an exchange programme involving Luiss and IWI-St. Gallen.

**EVENTS**

XII edition of the ItAIS conference, Sapienza University, Roma October 9–10

**DRUID** 2015, Luiss University, Roma June 15–16
Corporate Data Quality: CC Corporate Data Quality (in cooperation with the Technical University of Dortmund) is focused on the development of methods, architectures, reference models, and prototypes required for efficient implementation of Corporate Data Quality Management (CDQM) in organizations. During consortium workshops and bilateral projects participating enterprises gain critical know-how on successful establishment and maintenance of highly effective CDQM systems. Further information: http://cdqm.iwi.unisg.ch

Crowdsourcing & IT Innovation: Research goals of CC Crowdsourcing include development of models and instruments for the systematic design, introduction and usage of crowdsourcing approaches and IT-based innovations. Further information: http://crowdsourcing.iwi.unisg.ch

Design Thinking: The Design Thinking 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 organizations initiate the transformation towards customer-oriented IT.

Enterprise Transformation Management: The main research focus of CC Corporate Intelligence is to develop "A Design Theory for Architectural Coordination of Enterprise Transformations". A theoretically grounded and customized 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://cci.iwi.unisg.ch

Health Services Research: The CC Health Network Engineering focuses on optimizing business processes in healthcare organizations, as well as on networkability within the public health sector. Current research topics include transformational health care, e-Health, process and quality management in health care, cooperation and service engineering, as well as business models in the public sector. Further information: http://healthservices.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., outdoor and safety assistants on mobile devices), service marketplaces and corresponding business models, which facilitate local service provider networks to serve consumers with personalized well-coordinated service bundles, are developed and tested. Further information: http://il.iwi.unisg.ch

Project Leadership: CC Key focuses on improving the leadership of large IT projects together with companies from different industries. Latest development was a project assessment tool that provides fast and objective evaluations as well as an automated analysis of multiple different problem areas. Further information: https://key.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

PUBLICATIONS
The following list is a very limited extract of the IWH-IWG publication list in 2015. A complete list of publications, as well as full texts of many papers, is available at: http://www.iwi.unisg.ch/publikationen


EVENTS
In June 2015 the 42nd edition of the St. Gal- ler Anwenderforum took place, focusing on enterprise architecture management. Other one- or two-day practitioner events organized by IWH-IWG were the Business Engineering Forum and the Mobile Business Forum.
and network-based services (e-services), health care information systems management in information economy. Topically-oriented work at University of Turku adding to the more technically/naturally-oriented work at University of Turku.

In research, the Institute focuses on supporting companies in their Information Systems management. Issues at individual, industry, national and international level are not neglected. The Institute has been a pioneer in English-speaking education even at the whole university level.

CURRENT RESEARCH PROJECTS

The institution runs a rich portfolio of projects in different areas. Current openings contain issues such as IT services for elderly people, Information System Continuity Management, management of data centers, big data usage in municipal democracy and decision making, management of waste flows, networks and business models and hospitality management.

EVENTS

In 2015, the University of Turku continued hosting the Kipişiärvi Information Systems Seminar. The 2015 seminar was held, as always, in Kipişiärvi, this year 21-28 March 2015.

PUBLICATIONS


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KEY FACTS

INSTITUTION
- International environment
- Approximately 23,000 students
- Cca 3,500 staff members

THE UNIVERSITY
- Yearly master’s level intake: around 300
- 3 professors, 25 staff members, 20 active doctoral students

IS MASTER’S PROGRAMMES
- Global IT Management (GITM)
- International Master’s in Management of IT (IMMIT)

RESEARCH TOPICS
- Management of IS and business IS
- Networks and business models
- Work informatics
- Well-being and healthcare IS
The formation systems, financing, accounting, and other management skills. As such, our students have the key talents needed for management positions and who will be able to lead the global economy era by combining science and technology principles with management skills. The School of Business Administration at UNIST is aiming to cultivate students who have the key talents needed to be outstanding managers in a variety of business fields. By acquiring the latest analytical techniques as well as business knowledge in the program, students will be an analytic expert who is good at analysing and interpreting business phenomena. The program consists of business knowledge courses, analytical technique training, and analytic project. The program will help students to gain insight into business complexity in the big data era.

RESEARCH TOPICS
In the School of Business Administration, we have five research groups such as Digital Business Strategy, Risk Management, Behavioral Decision Making, Energy Commodity Trading, and Financial Engineering. Furthermore, Center for A2 (Advanced Analytics) has been launched in 2014. The center focuses on the development of innovative analysis methods and the cultivation of analytic professionals in Big data era. Our strategic focus is analytics for manufacturing and healthcare. The center emphasizes on active collaborations with industries and aims to contribute enhancement of industrial competitiveness in the country.

CURRENT RESEARCH PROJECTS
Big data cloud service for manufacturing process analysis (funded by National Information Society Agency, 2015)

This project is a collaboration among Hyundai Heavy Industries (HHI), Korea ICT Convergence Network, and UNIST. Through this project, UNIST will provide user-tailored IT services, including data analysis system to manage manufacturing processes. This big data cloud service for analysing manufacturing processes has been jointly developed by Cyberdigm Co., Ltd. and Prof. MinSeok Song at UNIST Business Process Intelligence (BPI) Lab. Cloud computing services are easy to use and more importantly, if done correctly, they provide increased security and disaster recovery. Once the service users or organisations upload their manufacturing process data in the Big Data Cloud Service, the program provides feedbacks including performance by workers and processes, operating rates and process bottlenecks to the uploaders. This means that an organisation can use more or fewer servers, storage, applications, or services via a common network from anywhere without additional programs and equipment. Through cooperation, both HHI and UNIST hope to help SMEs gain competitive advantage by minimizing risk and reducing operating costs.

The titles of the other ongoing projects are as follows:

- Process mining in case handling processes (funded by National Science Foundation of Korea, 2011-2016)
- Process mining in B2C Service industry (funded by Ministry of Knowledge Economy, 2011-2016)
- Process mining in B2C Service industry (funded by Ministry of Knowledge Economy, 2015-2018)

AWARDS
Jung, W.; Chung, S.; Lee, S. the Grand Prize winner of the 1st annual “Big Ideas” competition, sponsored by the Forestry Promotion Institute (KOFPI) 2015

EVENTS
2015 UNIST Big Data Symposium, May 20, 2015

SELECTED PUBLICATIONS


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KEY FACTS
INSTITUTION
- Founded in 2005
- 5,000 students
- School of Business Administration with 30 faculty members

RESEARCH TOPICS
- Digital Business Strategy: IT-enabled organisational innovation, IT governance and security, IT economics, economics in the digital age, business process mining/Data mining, e-commerce, e-education, social media, Big data analysis
- Behavioural decision making
- Risk management
- Energy commodity trading and financial engineering
Our research on process management takes an innovation-driven and value-oriented perspective on process management. It identifies and evaluates the business potential of modern information and communication technology in process management, for example, big data analytics, social media, and cloud computing.

Through our research on green IS and sustainable development we investigate how information and communication technology can help reduce the human impact on the natural environment and increase social well-being. Understanding the action possibilities provided by existent and new digital technologies is imperative to designing and implementing more sustainable practices at individual, organisational, and societal levels.

Our research on enterprise culture is mainly concerned with understanding the constituent elements of a cultural setting supportive of process-oriented strategies that help to develop their organisational culture. While research has identified culture as a barrier towards successful business process management in practice, only few studies have investigated the specific cultural elements that support the implementation of process management.

Through our research on “digital nudging” we investigate how people make decisions in digital environments, for example, in online-flight booking processes or on rating platforms. Using behavioural science as a theoretical lens, the impact of small design modifications to websites on users’ behaviour is analysed, a research area we refer to as “digital nudging.”

PUBLICATIONS

New Books


New Research Articles


Dissertations

In October 2015, Stefan Debarrolli from the Institute of Information Systems successfully defended his PhD thesis on “Big Data Analytics as a Strategy of Inquiry in Information Systems Research” and reached the highest mark (summa cum laude) for his research.
In the EU-funded research project SERA-MIS (Sensor-Enabled Real-World Awareness for Management Information Systems) we investigate current applications of RFID technology in fashion retail. The research partners from Germany, Greece, Italy and Austria and two industry partners collaboratively investigate innovative use cases like product recommendation in RFID-enabled fitting rooms. Special attention is given to privacy issues that may arise with these new RFID-enabled applications. Research results of the project have been published in the International Journal of Production Economics, Information Systems, and ACM Transactions on Management Information Systems. Project members from WU are (in alphabetical order) Sushant Agarwal, Sabrina Kirzane, Ian Mendling, Andreas Rogge-Solti, Stefan Schönig and Sarah Spierkern.

In October 2015 The SHAPE Project celebrated its first anniversary in a Workshop together with the advisory board members Prof. Thomas Etter (TU Vienna) and Prof. Hajo Reijers (VU Amsterdam). In the SHAPE project, the Institute for Information Business from WU in collaboration with Siemens AG will develop ICT support for more compact and clear contents on IS and IS-related topics. Prof. Dr. Edward Bernroider from the Institute for Information Management and Control reports about this occasion in the OCG Journal with an article titled “The Red Bible Explodes”.

In the context of the GET Service project, WU actively contributed in the making of predictive algorithms detecting diverting aero plane routes, in the data analysis of massive transport data streams, and on smart multi-modal logistics planning algorithms.

The Institute for Information Business is happy to announce three awards received this year.

The paper “Quality Assessment and Evolution of Open Data Portals” by Jürgen Umbrich, Sebastian Neumaier and Axel Polleres has won the Best Paper Award at ODB 2015 (1st International Conference on Open and Big Data in Rome, Italy).

The paper “Ensuring Model Consistency in Declarative Process Discovery” by Claudio Di Ciccio, Fabrizio Maria Maggi, Marco Montali and Jan Mendling has won the Best Paper Award at BPM 2015 (Business Process Management conference in Innsbruck, Austria).

Javier D. Fernandez, Patrick Schneider and Jürgen Umbrich won the best poster and demo award for “The DBpedia Wayback Machine” at the Semantics conference 2015, which was hosted by WU Vienna in September 2015.

The Institute for Information Business also organized the Vienna SEMANTIC Web Meet-up on Business Semantics & Enterprise Linked Data in January 2015. This Meetup gathers experts who are deeply involved in projects on the edge between Business/Enterprise Informatics and Linked Data.

SELECTED PUBLICATIONS


Nowadays, conceptual modeling supports a variety of business tasks aimed to improve the productivity of companies among different industries. Conceptual models capture various aspects of a company’s structure and behavior, such as business processes, business data, and organization. By documenting these aspects through diagrammatic representations provided by conceptual models, business analysts can gain a quick overview of how the company works in detail. Hence, conceptual models serve not only to document but also to analyze specific aspects of corporate reality to support economic decision-making. For instance, the use of conceptual models supports Business Process Improvement, Benchmarking, Software Customizing, Workflow Management, and Compliance Management. Due to their considerable potential to support decision-making, many companies have created large collections of conceptual models. This makes it difficult for analysts to analyze conceptual models in order to support their business tasks. Hence, the Competence Center of Conceptual Modeling focuses on the development of novel methodologies, providing automatic support for the design and analysis of conceptual modeling in different business domains. In particular, we worked on the following topics:

**Model Query Languages:** With query languages, analysts can search for sections in conceptual models that match a specific structure with specific contents. Such model query languages serve to, for instance, identifying inefficiencies in business processes, searching for legal violations of information systems, or generating database tables automatically from a data model. Particular query languages that we developed at the Competence Center for Conceptual Modeling are the Generic Model Query Language (GMQL) and the Diagrammed Model Query Language (DMQL).

**Patterns for Query Languages:** Patterns for query languages define model sections of interest that represent, for instance, compliance violations, process weaknesses, or errors. In several empirical studies, we identified more than 100 query patterns that can be used in business process management projects, for instance, to identify business process compliance violations or inefficiencies.

**Process Mining:** Process Mining is used to learn a process model automatically from log files of business software. The advantage of creating process models this way is that they actually represent the process reality of the company and are not biased by human perception. This year, we developed a novel probabilistic approach of process mining that is based on grammatical inference. This approach is less affected by the problem of overfitting that several recent approaches suffer from.

**Semantic Technologies in Business Process Management:** Semantic technologies in business process management include, amongst others, formal process ontologies, recommender systems, and computational linguistics services. To promote this topic, we organized a special interest group within the German Computer Science Association (GI) and a corresponding workshop at the ECIS 2015 conference in Münster in cooperation with the University of Osnabrück and the Karlsruhe Institute for Technology (KIT).

**Comprehensive tool support for Process Modeling, Correctness and Compliance:** In 2015, we started a funded research project on EPC standardization that we work on together with our colleagues from the University of Osnabrück. The project is funded by the German Federal Ministry of Economic Affairs and Energy (BMWi).

We are very happy that we could publish our research results in renowned, high-ranked outlets (such as CAIS and MISQ) and that we won the Best Paper Award of the Wirtschaftsinformatik 2015 conference.

**SELECTED PUBLICATIONS**


In 2015, a student project in cooperation with the large German gas trading company WINGAS GmbH, was accomplished. The group of students was challenged with the task to extract 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. Further, they developed an interface to integrate social media data into an existing CRM system.

In November 2015, the head of the competence center, Stefan Stieglitz, gave a presentation at the connectiv! eSolutions Customer Relationship Management Information Day. In his talk he highlighted the massive impact of communication and collaboration technologies on enterprises and the challenges companies are facing.

In December 2015, the competence center conducted a Germany-wide study on master data management. Partners of the study are the innoscale AG as well as the University of Duisburg-Essen and adesso.

Not surprisingly, 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 where the 3CO staff regularly posts about trends and technologies and their impact on organizations. Topics are for instance “the value of employer branding for enterprises” or “pros and cons of mobile device management system in enterprises”.

In 2016, the 3CO will continue to work together with companies in order to strengthen the interconnectedness between research and professional practice.

We will continue with our focuses in the areas of social media analytics, social media governance and communication and collaboration topics, such as mobile enterprise. Several studies proved the benefits of Social Media usage in companies, but also for external communications. By having a clear and structured Social Media Governance, a highly performed usage of Social Media can be ensured. We accompany and work strongly with the customer through and in each process step, by raising the requirements, constructing concepts, and developing prototypes, and measure the outcomes. By making sense of Social Media Data, our aim is to understand customer behavior, but also make recommendations for action during a crisis. One of our goals for conducting Social Media Analytics, is to have a higher resilience for companies during and after crisis situations. Furthermore, we support customers for performing their business through several opportunities, such as designing and developing mobile applications or evaluating existing frameworks and systems.

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In 2015, the C3M team was involved in several events. The following three conferences deserve special mention:

**ISCRAM 2015**

In May we again co-chaired the “Practitioner Cases and Practitioner-Centered Research” track at the International Conference on Information Systems for Crisis Response and Management (ISCRAM) in Kristiansand (Norway) together with Prof. Mark Haselkorn and Robin Mays from the University of Washington. In this track, we received amazing contributions exploring information systems research on crisis management by grounding it in the realities of practitioners work (http://iscram2015.aaia.na).

**ECIS 2015**

Partly overlapping with ISCRAM, we co-chaired the track on “Supply Chain Management in Volatile and Uncertain Environments” at the European Conference on Information Systems (ECIS) in Münster (Germany). Here, special attention was paid to IS dealing with disruptions in supply chains (http://ecis2015.eu).

**Driver**

The cooperation with our colleagues from the Human Centered Design & Engineering Department at the University of Washington has been deepened through co-chairing the track “Humanitarian Challenges & Opportunities” at the IEEE Global Humanitarian Technology Conference in Seattle (USA). As experienced in our collaboration at ISCRAM the approach of involving researchers and practitioners in the review process leads to high-quality results, which has been acknowledged by honoring the contribution on participatory assessment platform as best paper of the IEEE GHTC conference (http://www.ieeehtc.org).

We can look back on an exciting year 2015. Some important events, like our participation at the General Assembly of the Humanitarian Logistics Association, remain unmentioned here but many of our highlights can be found on the C3M website. We are grateful for all the exchanges and collaborations with our partners and we are looking forward for its continuation as well as some promising new initiatives in the next year.

**SELECTED PUBLICATIONS**


E-Government

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 2015 included a project on Federal Information Management, a project on IT- competencies in the German Public Sector, and research on non-usage and rejection of E-Government services.

National IT Summit

Since 2015, Jörg Becker and Michael Räckers are members of the National IT Summit. Both are working in the Platform “Digital Administration and Public IT”. Within the Platform they are especially involved in the Focus Group “Government as a Service”. This Focus Group is aiming on designing and implementing fully integrated and digitized Processes within Public Administrations.

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 final evaluation phase. We created a set of reference forms, which we embedded in harmonised service descriptions and reference processes.

Research on Non-Usage and Rejection of E-Government services

In spite of the ever-expanding online offers created by public administrations, low adoption rates of E-Government services by citizens continue to be on the daily agenda. The main objective of our research in this field is to identify the (perceived) obstacles that presumably lead to the non-adoption or rejection of these services and to provide a research agenda for future investigations.

E-Government Competence

E-Government is not only something, the individual uses and has to adapt to, public administrations equally have to cope with new systems and technologies in order to keep serving their customers satisfactorily. The project E-Government competence aims at identifying the future personnel requirements in the public sector and to develop teaching methods that help employees to better adjust to the changed environment and customer needs. Therefore, in a first step, today's and future roles incorporated by employees in the public sector are gathered on the basis of IT-supported administration processes. This should help to identify those (presumably) new competencies especially required when working in an “E-Government context”. Then, competencies that are needed now and in the near future are derived from this analysis and suitable teaching methods are developed. Together with colleagues from Munich, Berlin and Siegen, the project was initiated in September 2015 and will be completed by the End of April 2016. E-Government competence is currently in its second phase, where needed competencies are being derived from the identified roles in the form of competence matrices.

The validity of the project’s overall results is assured in every phase by regular expert-workshops that provide practitioner knowledge and thus fulfill a twofold goal: Next to valuable practical insights of administrations, the early integration in the process will increase the acceptance of all stakeholders.

Publications


The Competence Center is twofold. On the one hand, the Service Science Competence Center is currently the largest third party-funded research group in the ERCIS network. 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 facilitating 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 utilize 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.

MISSION OF THE SERVICE SCIENCE COMPETENCE CENTER

The mission of the ERCIS Service Science Competence Center is twofold. On the one hand, we strive to understand the nature and impact of service orientation on commercial businesses, on the public sector, and on 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. Our research is facilitated by close cooperation with high-tech manufacturing companies. We have also been in frequent contact with banks, retail companies, and facility management service providers.

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, the reduction of 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-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 small electronic devices such as technical equipment used on 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. Once an appropriate scenario has been identified, services can be configured and bundled with the battery as an integrated customer solution.

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 only slowly growing, the project CrowdStrom is trying to breach this cycle by making the existing private charging infrastructure accessible for the public.

The CrowdStrom project’s goal is the development of an innovative service, encouraging private people to set up charging stations and granting access to third parties. This crowd-sourced concept faces the challenges to develop new, standardized processes covering the entire range of requirements for setting up and operating a charging infrastructure for electric vehicles. The implementation of a software system managing the service processes and the flow of information between participating parties will provide the technical foundation for the concept. Operating this system and the integration of all partial services set up an innovative business 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

More information is available at: http://www.cooperation-experience.de
RISE BPM networks world-leading research institutions and corporate innovators to develop new horizons for Business Process Management (BPM). BPM is a boundary-spanning discipline focused on division and re-integration of day-to-day work in organisations and on analysis of process data for organisational decision-making. Recent break-through innovations in Social Computing, Smart Devices, Real-Time Computing, and Big Data Technology create a strong impetus for propelling BPM into a pervasive corporate topic that enables design of entirely new products and services.

All RISE BPM consortium members possess excellent expertise in distinct aspects of the BPM lifecycle, ranging from Strategy and Modelling to Implementation and Analysis of business processes. RISE BPM networks this complementary knowledge to create a unique environment for BPM research and innovation. The research activities are organised with reference to the design-science paradigm, including joint activities for analysing technological enablers and societal impact factors, as well as designing innovative IT artefacts for the BPM lifecycle.

Staff secondments and joint events promote a cumulative exchange of knowledge in a think-pair-share-square approach that networks large-scale research capabilities and innovation projects carried out by the involved organisations. Key objectives of RISE BPM are (a) to propel BPM research into the era of Social Computing, Smart Devices, Real-Time Computing, and Big Data Technology, (b) to enable companies to develop new products and services for designing and analysing business processes; and (c) to supply the involved staff with a unique intellectual environment for accumulating boundary-spanning knowledge and skills that refer to the entire BPM lifecycle.

Participating institutions are the University of Muenster, University of Vienna, Univer-
sidad de Sevilla, Technische Universität Eindhoven, Queensland University of Technol-
ogy, University of Liechtenstein, Ulsan National Institute of Science and Technolo-
y, and University of Technology of the State of the Rio de Janeiro, PICTURE GmbH, and Cupenya B.V. The RISE BPM Project has been positively evaluated by the European Commission. It has started in May 2015 with a duration of four years. The project is kindly supported by the European Union (EU) under the Horizon 2020 funding schema. More information is available at: http://www.rise-bpm.eu.

EVENTS
88th AFSMI Chapter Meeting
The 88th meeting of the German Chapter of the Association for Services Manage-
ment International (AFSMI) was hosted by ERCIS-Headquarters in Muenster on Sep-
tember 18th, 2015. Chaired by PD Dr. Daniel Beverungen and Dr. Martin Matzner, the
meeting offered talks, workshops and discussions on the topic of smart services.
More information: http://www.afsmi.de

Seminar in Cooperation with BMW
In the course of the research seminar “Cy-
ber-Physical Systems”, a group of students were offered the chance to perform an analysis of production data from German car manufacturer BMW. Process data of a semi-automated gluing process from the BMW assembly line was analyzed. Together with the help of the experts from BMW, students were able to create data visualizations that helped to identify patterns about the data collected. Such patterns allowed a better understanding of the gluing robot behavior with the chance to identify underlying variables that are responsible for errors.

Academic Activities
The Service Science Competence Center has again hosted and supported major academic initiatives related to service research as part of the Association for In-
formation Systems (AIS). Amongst others, we hosted the ECIS Workshop of Service Science in Münster and supported service science conference tracks at ECIS, PACIS and Wirtschaftsinformatik as associate edi-
tors. Daniel Beverungen supported the AIS Special Interest Group Services as a Vice President for Communications in his sec-
ond year. In order to further establish the research area of smart service systems, we invited submissions for a Special Issue on Smart Services that is to be published in Information Systems and eBusiness Management.

Workshop on IT and Services for Energy Transition and Electric Mobility (DDE)
In cooperation with researchers from the KIT and the University of Oldenburg, Dan-
iel Beverungen and Martin Matzner have organized and conducted a workshop on IT and Services for Green Energy and Elec-
tric Mobility (DDE) at the conference of the German Gesellschaft für Informatik in Cott-
bus, Germany. More information: http://service.ecis.org/academic-
activities/dde-2015

DFG Research Network on Service Engineering (FOKUS-SE)
Sebastian Brauer, Daniel Beverungen, Friedrich Chasin and Martin Matzner have joined the Research Network on Service Engineering (FKUS-SE) that is sponsored by the German Research Foundation (DFG). In cooperation with service researchers from selected German universities, they discuss and develop new ideas for engineering innovative services.
More information: http://fookus.infai.org/

Foundational Members of the Scientific Commission for Service Management
Daniel Beverungen and Martin Matzner have joined the newly established Scien-
tific Commission for Service Management (WK-DLM) as foundational members. The Commission focuses on networking and co-
ordination of Germany’s service research- ers as a subgroup of the German Academic Association for Business Research (VHB).

Citation of Excellence award
ERCIS members Martin Matzner (Münster) and Oliver Müller (Liechtenstein) and their co-author Christian Janiesch (Würzburg) have received the prestigious “Emerald Citation of Excellence 2015” award for their paper “Beyond Process Monitoring: A Proof-of-Concept of Event-driven Business Activity Management”. The article has been published 2015 in the Business Process Management Journal (Vol. 15, Iss. 4, pp. 653–663). More information on the Citation of Excellence Awards: http://www.emeraldgrouppublishing.com/authors/literati/citations/awards.htm.

SELECTED PUBLICATIONS
Beverungen, D., Klös, B., Bräuer, S., & Mon-

Breuker, D., Matzner, M., Delfmann, P. & Be-

Chasin, F., Roldán, F. (2015). Taking Peer-to-Peer Sharing and Collaborative Consumption onto the Next Level — New Opportunities and Challenges for E-Govern-


tems. In Proceedings of the Twenty-Third European Conference on Information Sys-
tems (ECIS 2015), Münster.

Klös, B., Bräuer, S., Beverungen, D., & Mon-
ferece on Wirtschaftsinformatik 2015 (WI 2015), Osnabrück, 1038–1054.

Matzner, M., Chasin, F., & Todenhöfer, L. (2015). To Share or Not to Share: Towards Understanding the Antecedents of Participa-
ster, Germany.


Monhof, M., Beverungen, D., Klös, B., & Bräuer, S. (2015). Extending Battery Man-
agement Systems for Making Informed De-


 contact us
Please contact us for more information on our projects or for starting exciting new initiatives in the area of service science.

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

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 the information and communication patterns (genre) 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 issues of corporate social responsibilities and employee wellbeing.

Digital Customer Interaction – A Journey to the Future
This summer a team of students developed and showcased a vision for the digital customer interaction. Collaboration partner for this project were ICT solution specialist Dimension Data, the premium appliance manufacturer Miele and the expert of fastening technology Hilti.

These companies were united in the question of how to interact with the customer tomorrow, and how to gainfully use technological innovations to enhance this interaction. The student team had the task to develop three different visions for a digital customer interaction and showcase these visions with real life scenarios and prototypical implementations. The challenge was split in two parts: How can a manufacturing company of consumer products interact with its customers in future and how can the sales agent gain the expertise for the individual customer interaction?

For Miele the team developed a mobile application integrating real time feeds from a physical device (e.g. dish washer) via NFC technology with customer service options. Based on an automated error analysis various interactions for self help and call back were provided. Key was passing the customer history / journey information consistently across the touch points. The team further developed a multichannel scenario for connected retail to combine the process of the client web research and the instore product consultation by a sales representative. This included a dashboard where the client representative can track the client’s previous interactions and state of knowledge.

For Hilti the team engineered a social media based knowledge database to support the account representatives. The focus was to build a social network containing only features relevant for Hilti to prevent an information overload and to keep the network intuitive.

At the end of the project the students presented their final results at the headquarters of our partners Miele in Gutersloh and Hilti in Schaan, Liechtenstein.

Sustainable High Performance – the quest for balanced work practices
The proliferation of information and communication technology (ICT) has significantly transformed the way work is organized in many companies today. A highly differentiated and elaborated repertoire of collaboration tools affords employees and organizations with unprecedented leeway in deciding when, where, how, and with whom work is to be done. This implies also that employees are empowered to balance work and life. At the same time, studies acknowledge that we live in demanding and challenging times. Virtual modes of work as well as the increasing pace, fragmentation and intensification of work have been identified as characteristics of an “over-connected world”.

Under such circumstances, delivering high performance over long periods of time and staying healthy is an impressive achievement.

The Competence Centre of Smarter Work (CCSW) has set up an on-going research collaboration with IBM to study how high performers succeed to maintain their level of performance and to balance demands and periods of rest. Our research is part of a large scale initiative of IBM Europe’s Software Cross Unit Enablement team and IBM Smarter Workforce (Kenexa) to support and coach high-performing employees.

Like in professional sports, we use biosensors to measure and record physiological parameters and to provide basic coaching to further sustainable high performance. The physiological data are linked to qualitative information on the participants’ sense of coherence, which is based on interviews and workshops. Together this information provides input for individual feedback to the participants and an aggregated analysis across the sample of participants.
Network Research Activities

Research and Innovation Staff Exchange: The Future of Business Process Management
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 coordinator, includes partners from Australia, South Korea, Brazil, Austria, Spain, the Netherlands, and Liechtenstein.

Key objectives of RISE_BPM are (a) to propel BPM research into the era of Social Media, Smart Devices, Real-Time Computing, and Big Data Technology; (b) to enable companies to develop new products and services for designing and analysing business processes; and (c) to supply the involved staff with a unique intellectual environment for accumulating boundary-spanning knowledge and skills that refer to the entire BPM lifecycle. The joint research activities are organised with reference to the design-science paradigm, including analysis of technological enablers and societal impact factors, as well as design of innovative IT artefacts for the BPM lifecycle. Staff secondments and joint events promote a cumulative exchange of knowledge in a think-pair-square-share approach that networks large-scale research capabilities and innovation projects carried out by the involved organisations.

WiPo Collaboration between ERCIS Partners Münster and Hamilton
Web in Your Pocket (WiPo) is a research project conducted by the DBIS group in close cooperation with an ERCIS partner, Department of Management Systems in Hamilton, New Zealand. WiPo is based on the observation that even though the Web offers a plethora of data and information, highly specialised or complex search queries – such as queries regarding rare illnesses or a comprehensive holiday-itinerary – cannot currently be answered by common search engines in a satisfying way. The WiPo approach differs from traditional search engines by exploiting comprehensive (pre-)processing of Web data, most importantly including curation, i.e., the partially manual supervision of data sources and data quality with regard to a given subject area. Furthermore, “in your pocket” refers to the fact that parts of the information gathered in this way are made available offline on a portable device, in order to allow users to access the information even when mobile internet connections are not available or prohibitively expensive.

JOINT PROJECTS BY CERSI-LUISS AND THE UNIVERSITY OF AGDER

The joint project on “Reframing health-care through social media” was initiated back in 2012 by CERSI-LUISS and the University of Agder, and continued in 2015. Journal papers were published in Strategic Journal of Information Systems and Journal of Information Technology Teaching Cases, and project findings were discussed at the Global Sourcing Workshop in La Thuile. Activities included the exchange of faculty members from the two ERCIS institutions. Further work planned for 2016 includes faculty members exchange to work on a journal publication. A second research project including researchers from the same universities focuses on the Five Star Movement’s online community and how to organise political communication online. In 2015, a journal paper from this project was published in Government Information Quarterly. While results were discussed at several workshops and conferences, activities also include the exchange of faculty members between the institutions. Planned activities in 2016 include further work on journal papers and further exchange of faculty members.

References for joint papers:

Benelux Course for PhD Students Organised by the University of Twente
Utwente initiated and coordinated a Benelux course for PhD students in Information Systems. 11 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. 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 again take place in 2016.

Project on Didactic Material for SAP Systems at the Higher School of Economics – Nizhny Novgorod
SAP AG and ERCIS (European Research Center for Information Systems), where HSE and Münster University participated, organised a joint 6-months research project. The aim of the project was the elaboration of didactic materials for ERP-system SAP Business One teaching in the universities.

Joint Track Organization between Münster and Minho
**Network Research Activities**

**From Münster to Kristiansand**

Following the completion of his habilitation, Tim A. Majchrzak now works as Associate Professor (Førsteamanuensis) at the University of Agder (UiA) in Kristiansand, Norway.

Tim has studied Information Systems in Münster, followed by work as a research assistant at the group of Herbert Kuchen. Shortly after completing his doctorate, Tim gave a short talk at UiA during a leisure visit to Kristiansand. The contact was established by the ERCIS connection of Münster and Kristiansand. One year later, Tim was back for a two month stay as part of the ERASMUS staff exchange. Following a two year service as Deputy Professor at the University of Cologne, Tim was hired for a permanent position at UiA. Besides teaching similar courses as in 2012 (the technological side of IS), he also has taken responsibility for a work package of a Horizon 2020 EU project in that UiA takes a leading role.

**Several Joint ERCIS Projects Go Full Speed**

- Following the workshop held in Roma in 2014 during the ERCIS annual meeting, a consortium made by 6 ERCIS members and led by the University of Lyon 2 has successfully submitted a project proposal to the Erasmus+ addressing capacity building in Ukraine and Montenegro. The MASTIS “Establishing Modern Master-level Studies in Information Systems” project is aimed at designing and implementing IS Master programmes in these countries. The MASTIS project will contribute to the debate on IS education and IT professionalisation and to the definition of the e-leadership academic curricula.

- The joint project on “Reframing healthcare through social media” started in 2012 by CeRSI-LUISS and the University of Agder will continue in 2016 and further exchanges of faculty members from the two ERCIS institutions are planned in 2016. A successful team of researchers presented preliminary results of their works at the Action Design Research workshop (Lu-lea) in 2013 and at the Global Sourcing Workshop (La Thuile) in 2015. The main achievements so far have been a publication of a paper in the Journal of Strategic Information Systems and a teaching case published in the Journal of Information Technology Teaching Cases.

- The joint project on “Simulation studies in IS research” started in 2013 by CeRSI-LUISS and IWI-HSG will continue in 2016 with an enlarged team and further exchanges of faculty members from the two ERCIS institutions already planned. The preliminary results of this project have been presented at ICIS 2013 in Milan and the team is working on a journal publication.

- The joint project on the study of online communities for collective actions started in 2013 with the University of Agder (Norway) and the University of Tuscia (Viterbo) will continue in 2016 with further exchanges of faculty members from the ERCIS institutions already planned. The first results of the project were successfully published in the Government Information Quarterly Journal, the Informatica & Documentazione journal, and presented and discussed at the ItAIS conference and the annual workshop of Italian scholars of business organisation (WOA).

- The joint project on “Simulation studies in IS research” started in 2013 by CeRSI-LUISS and IWI-HSG will continue in 2016 with a larger team and further exchanges of faculty members from the two ERCIS institutions already planned. The preliminary results of this project have been presented at ICIS 2013 in Milan and the team is working on a journal publication.

**Researchers Exchange Between CeRSI-LUISS and IWI-HSG**

For fostering the international knowledge exchange, IWI-HSG was happy to host Paolo Spagnoletti from the ERCIS network in 2015. Prof. Spagnoletti (LUISS Guido Carli University) visited St. Gallen in March 2015, giving two research talks on design theory for digital platforms and the use of simulation. In return, Robert Winter from IWI-HSG was hosted by LUISS as guest professor in April 2015, giving three seminars on IT service, continuous business improvement and effective project management.

On this year’s ERCIS annual meeting in Minho (Portugal), IWI-HSG had the opportunity to present its new research endeavor on the “Success of Large Projects” by Peter Rohner. According to the discussion of this presentation, we plan to establish an ERCIS research group on this topic in 2016.

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UMinho has been involved in ERCIS Virtual Seminar under the supervision of Rui Dinis Sousa. In the 3rd ERCIS Virtual Seminar, in 2013, under the theme “Innovative Solutions for B2C Interaction”, a seminar for the first time opened to institutions that were not ERCIS partners yet, UMinho involved five students, four from the Master in Information Systems program and one from the Integrated Master’s in Engineering and Management of Information Systems. Among the 15 teams participating in the seminar, 60 students from 7 universities representing 18 nationalities, five teams were selected, one of them having a UMinho student that went to Liechtenstein for a two and half days workshop, to improve and present the solution to Hilti, the organisation that was supporting an IT Innovation Competition framing the theme for the seminar.

UMinho enrolled again five students for the 4th ERCIS, in 2014, four from the Master in Information Systems programme and one from the Integrated Master’s in Engineering and Management of Information Systems, to address the question “How can IS contribute to overcoming global challenges (Millenium Project)?”. UMinho would have participated this year but the ERCIS Seminar was put on hold.

EDUGLOPEDIA.ORG

EDUGLOPEDIA.ORG is an initiative to increase the visibility of IS education programs around the world, to facilitate knowledge sharing among IS educators, and to foster the recognition of our field to drive education for the digital world.

The EDUGLOPEDIA.org project was initiated by Jan vom Brocke, who is the representative of ERCIS in Liechtenstein, when he got elected Vice President for Education of the AIS in 2014. Within the first months after launching the platform in summer 2015 over 1,800 IS courses and over 350 IS programs from over 60 countries have been registered. Already today EDUGLOPEDIA.ORG is the most comprehensive account of information systems institutions, programme and courses worldwide and the growth rate is exciting.

The software development is led by Stefan Fleischer from the ERCIS headquarters in Münster and the project has full support by leading organisations, including the AIS, SAP and Springer. EDUGLOPEDIA.ORG is a community effort, which is built by the IS community, and which intends to serve the IS community.

EDUGLOPEDIA.ORG

The platform's purpose is to increase transparency of and collaboration in IS education. Drawing on literature from human-computer interaction, behavioral economics, and user experience, we have started to identify design principles of such a platform as to incentivise sharing behavior. In particular, the first step students work on is to disseminate the platform within the IS field. Within the further course of the project, students need to approach institutions that are not registered so far through an appropriate strategy, also by the help of video marketing. Moreover, students need to think about further stakeholders (e.g., students, companies, other sources) that could contribute to the platform and get them on board, as well as expanding the scope of the platform that goes beyond the boundaries of IS education.

COLLABORATIVE BUSINESS

The course “Collaborative Business” focuses on expanding EDUGLOPEDIA.ORG (www.eduglopedia.org) within the IS teaching landscape. The platform’s purpose is to increase transparency of and collaboration in IS education. Drawing on literature from human-computer interaction, behavioral economics, and user experience, we have started to identify design principles of such a platform as to incentivise sharing behavior. In particular, the first step students work on is to disseminate the platform within the IS field. Within the further course of the project, students need to approach institutions that are not registered so far through an appropriate strategy, also by the help of video marketing. Moreover, students need to think about further stakeholders (e.g., students, companies, other sources) that could contribute to the platform and get them on board, as well as expanding the scope of the platform that goes beyond the boundaries of IS education.

BPM WINDEL WINTER SCHOOL

In 2015 the Hilti Chair of Business Process Management (BPM) at the Institute of Information Systems of the University of Liechtenstein organized the BPM Winter School in Vaduz, Liechtenstein for the fourth year in a row. 22 students and 4 practitioners (from Software AG or Signavio) participated in the event. The classes were taught by BPM experts from both academia and practice. Participants had an opportunity to immediately apply the concepts and methods learned by working on case studies and exercises. In addition, the participants visited global companies like Swarovski and Hilti, which are based in Liechtenstein and could gain insights into their business processes.
The way education is facilitated has undergone rapid changes in the last two decades. New forms of teaching and learning have emerged that make use of the Internet as a platform. Different formats have been developed, including computer-based training, eLearning, or distant education. In essence, these formats highlight that new media have always sparked new ideas on how to disseminate information and knowledge. One of the most recent formats is the MOOC— an abbreviation for Massive Open Online Course. The idea of a MOOC is that people can openly register and participate in a focused learning experience via the Internet. In this way, web technology transcends the boundaries of classroom teaching and lifts it towards a potentially unlimited number of participants.

Teaching in MOOCs is typically organized in small video sequences with complementary reading material, quizzes and problem solving tasks. MOOC students can interact with co-students, teaching assistants and professors in interactive user forums.

Various BPM-related topics have been the subject of MOOCs in the last couple of years, including process modelling and process mining. A comprehensive coverage of the BPM lifecycle that had been missing, is now available as a MOOC in cooperation with Queensland University of Technology. Various BPM-related topics have been the subject of MOOCs in the last couple of years, including process modelling and process mining. A comprehensive coverage of the BPM lifecycle that had been missing, is now available as a MOOC in cooperation with Queensland University of Technology in Brisbane Australia, including Marlon Dumas (UniTartu and QUT) and Marcello La Rosa (QUT), with Jan Mendling (VU Amsterdam) and Hajo A. Reijers (VU Amsterdam) as guests. You are still welcome to register for the first delivery of the MOOC starting on 12 October. Registration is open. The kickoff of the student research projects took place on the 25.09.2015 at the ERCIS headquarter and ended with a joint dinner and enough time for networking and socialising.

After this kickoff, the next steps for the students are to jointly work on a real cybersecurity research problem. The results were present on 02 November 2015 at a mini-conference in Twente.
The 8th SIGSAND/PLAIS EuroSymposium on Systems Analysis and Design was held in Gdansk on September 25th, 2015. The event was organized by Special Interest Group on Systems Analysis and Design (SIGSAND) of Association for Information Systems (AIS), the Polish Chapter of AIS (PLAIS) and Department of Business Informatics of the University of Gdansk. The EuroSymposium Proceedings were published in Springer series Lecture Notes on Business Information Processing (LNBIP 232) with level of acceptance – 40%. The scholars from 7 countries were participating in Symposium – from Czech Republic, Denmark, Finland, Germany, UK, the Ukraine and Poland. The keynote speech ‘The Digital Transformation – a challenge for business, government and society as well as for IS Research’ was given by Prof. Helmut Krcmar. His keynote presentation was constantly available on the given by Prof. Helmut Krcmar. 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His keynote presentation was constantly available on Symposium Processing (LNBIP 2015). The 8th EuroSymposium will be held September 23rd, 2016 in Gdansk. For further information please visit http://eurosymposium.eu/
Events in the ERCIS Network

ERCIS disrupts Münster

... was the motto of the first regional workshop on the implication of the digital disruption for companies and public sector organizations in and around Münster. Disruptive innovation matters to entrepreneurs and start-ups as potential disruptors as well as for incumbent organizations as potential disruptees. It was a day of dialog moderated by an improvisation professional, Oliver Pauli.

His first guest was Florian Opitz, producer of the documentary “Speed – In Search of the Lost Time” and winner of the prestigious Grimme award, who sensitized the audience about patterns of technology driven acceleration across all facets of social life, from the individual level to the entire fabric of societies. Digital disruption challenges our understanding of technology and calls for new ways of translating benefits of technology into a good life.

Nico Peters, one of the founders of the FinTec company Compeon, a two-side market platform linking SMEs in search of funding and potential lenders, highlighted collaboration as key to Compeon’s success as disruptor. He was challenged by Andreas Banger, board member of Volksbank Gronau-Haus, one of the financial industry incumbents.

Volker Dirksen, Head of Corporate IT at Axel Springer AS, illustrated the drastic measures undertaken by one of the leading publishing houses in Germany in order to nurture a culture of innovation and explore viable business models for the media industry.

This input fostered lively discussion in various fishbowl sessions: where are we heading, how can we organize ourselves to ensure a reasonable work-life balance, who will be driving the transformation and how can Münster become a smart city and incubator for digital innovation?

ERCIS plans to organize a follow-up workshop in 2016.

http://www.ercis-disrupts-muenster.de

23rd ECIS, Münster, Germany

In May 2015, the ERCIS Headquarters proudly hosted the 23rd European Conference on Information Systems (ECIS). The conference was a true network endeavour: With Jörg Becker, Jan vom Brocke, and Marco De Marco, all the Conference Chairs are members of the ERCIS network. But also on all other levels, ERCIS was well represented: The Program Committee consisted, among others, of Jos van Hillegersberg (University of Twente), Tatiana Bouzdine-Chameeva (KEDGE Business School), Andreja Pucihar (University of Maribor), Michael Rosemann (Queen’s University of Technology), and Reima Suomi (University of Turku). It was coordinated by Robert Winter from the University of St. Gallen.

Each of the Information Systems Professors of the University of Münster was involved in hosting a track, and many of the PhD candidates of the IS Department in Münster served as volunteers. One of the papers authored by a team from Münster and Liechtenstein (“A Gender Perspective on Business Process Management Competences Offered on Professional Online Social Networks”) was runner-up for the Claudio Ciborra Award.

With 918, the 23rd ECIS had an all-time high number of submissions. Of this 918 submissions, 209 Complete Research Papers and 65 Research-in-Progress Papers were accepted for presentation and publication. The 740 participants experienced a conference dinner at the Westphalian State Museum of Art and Cultural History. We had a personal barista and a great conference setup: The first ECIS Soccer Tournament took place, together with a beautiful Early Morning Run around the city centre and lake “Aasee”. To make friends easily, we offered the first organized Pub Crawl the evening before the conference started, which was attended by roughly 50 participants. To attract more people to the Poster Session, we had, for the first time, free cocktails for the attendees. A concept that worked well. We had the IS Women Reception with the most registrations ever – including the International Conference on Information Systems (ICIS): 140. We had the first ERCIS@ECIS@ERCIS meeting, with a participant number of 45. We had child care during the whole conference. We got BMW as a sponsor and made the current president of the Association for Information Systems’ president fly in a BMW i8. We had a personal banista and a great conference dinner at the Westphalian State Museum of Art and Cultural History. We had a great media agency developing the claim “The Conference is...” for us.

Summarising, the Conference was extraordinary and a proof for the success of the network. Thanks to everybody who supported us!
INTRODUCING OURSELVES
A unique combination of professional and technological know-how, avantum consult is a specialist for Corporate Performance Management and Business Intelligence. We offer our customers a range of services, from business consulting (e.g. the development of business concepts for planning, legal consolidation and reporting, process improvement and transformation) to technical implementation.

This combination of business and technological competence gives avantum consult the edge over other consulting firms.

Long-standing client relationships based on trust
We form long-standing relationships to clients from the upper mid-sized market and to large corporations that are based on trust. With more than 900 national and international consulting projects and more than 8,000 employees, avantum consult is one of the leading service providers in this market.

Targeted exchange and know-how transfer
With each of our projects, we help boost corporate success in a targeted manner. We rely on a comprehensive and time-tested project and change management approach for a variety of projects. We allow our clients to securely achieve their objectives with creative, innovative solutions, independent consultants and an integrated value chain. Project complexity is significantly reduced through close and cooperative collaboration, which simultaneously allows intensive exchange. When a project ends, you are guaranteed to be in the position of operating your systems independently, in line with your specific requirements.

A wide range of products and customised solutions
- Performance Management and Business Analytics (BA) Strategies
- Process Analysis and Optimisation
- EA Health-check
- Customised Control Concepts and Performance Indicator Systems (e.g. with our own planning framework)
- Integrated Corporate Planning and Forecasting
- Predictive Analytics
- Management Reporting and Reporting Audits
- Mobile Management Dashboards
- Management Consolidation, Legal Consolidation and Disclosure Management
- Big Data

IT implementation with the software solutions of leading manufacturers
- IBM Cognos (TM1, CDM, Controller)
- SAP BW, SAP BI, SAP HANA Live
- SAP BW-IP, SAP BPC
- SAP ECCS, SAP BCS
- Tagetik
- Bissantz DeltaMaster

TOPICS OF INTEREST
- Performance Diagnostics
- Transformation Management
- Project Management
- Process Optimisation
- Control Concepts
- Planning
- Forecasting
- Simulation
- Predictive Analytics
- Management Reporting
- Management Dashboards
- Mobile Reporting
- Big Data
- Financial Reporting
- Consolidation
- Risk Management & Compliance
- Cloud Solutions
- Data Mining

JOB OPPORTUNITIES
We are always looking for competent and motivated employees for our locations in Düsseldorf, Flörsheim, Munich, Hamburg and Zurich. Our hierarchy model allows for the following levels and positions:
- Assistant Consultant
- Consultant
- Senior Consultant
- Manager (Sales/Solution Expert)
- Senior Manager (Sales/Solution Expert)

Current vacancies can be found at: http://www.avantum.de/karriere/stellenangebote.html
BISON

TOPICS OF INTEREST
• Development of new approaches to tackling retail-specific questions and problem areas bearing in mind the cloud approach
• Integration of iPod, iPhone and iPad in operating procedures
• E-Paper integration options (e.g. Electronic Shelf Labeling)
• Mobile Solutions for different areas
• Business software such as ERP for use in the trade and retail sector

ABOUT THE COMPANY
With its headquarters in Sursee in the canton of Lucerne, Bison Holding AG currently employs some 300 members of staff, including 50 in Germany. The Bison umbrella brand incorporates various companies from the IT sector with different focuses. Bison Holding AG specialises in the development and implementation of business software for medium-sized companies, drawing on over 30 years of market experience to make a reliable, secure contribution to its customers’ success. Each customer receives comprehensive and long-term support, with a focus on mutual trust and the protection of customers’ IT investments.

Bison Deutschland GmbH develops and implements ERP software solutions for medium-sized companies. Bison Process – the ERP system offering optimal support for business processes within the plant cultivation, wine and recycling core industries – is developed at the Sursee site in Central Switzerland. The structure of the installed systems ranges from large agricultural and trade conglomerates like the fenaco Group (Switzerland) to specialist industry representatives. The fact that customers are highly satisfied with this system is frequently confirmed by the results of surveys.

Based in the home of commerce in the Hanseatic City of Hamburg, Bison Market-stream GmbH’s customers include some well-known retail chains. The Bison Process Trading solution has been designed specifically for companies trading in commodities and importing hardware, manufactured goods and textiles. International trade places high demands on the management of contracts, batch management, goods logistics, currency management, product traceability and risk management.

Bison Schweiz AG develops and implements ERP software solutions for medium-sized companies. Bison Process – the ERP system offering optimal support for business processes within the plant cultivation, wine and recycling core industries – is developed at the Sursee site in Central Switzerland. The structure of the installed systems ranges from large agricultural and trade conglomerates like the fenaco Group (Switzerland) to specialist industry representatives. The fact that customers are highly satisfied with this system is frequently confirmed by the results of surveys.

The company’s product portfolio is complemented by solutions such as ESL and Mobile Solutions. The ePaper comprehensive solutions (ESL) allow headquarters and individual branches to respond quickly to changing market or price situations. The wireless base station simplifies internal processes and creates a direct link between the shelf and POS. ESL is used for product identification and price labeling and, in combination with specially developed apps, also provides further useful services for the customer in terms of traceability of the product, product features, contents (allergens), and so on. Thanks to the mobile solutions, standard 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, receipt of goods and pricing.

The ideal extension for Bison Process is QlikView. QlikView is the optimal Business Intelligence (BI) tool for a quick, simple and clear management control system. This perfectly coordinated solutions package can be integrated into existing system environments and ensures the financial department has access to all of the important data.

www.bison-group.com
Global 500 companies are clients of Deloitte's international teams to satisfy our customers’ needs. With a dedicated scientific institution, we drive digital transformation and show 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.

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 supports 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 Application as well as SAP-related and Digital-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 customers’ needs. Forrester Research Inc. labeled Deloitte a leader and “the gold standard” in IT organization redesigning.

**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. Seminal studies, monitoring, and trend prognoses are our tools to help our clients and solidify our position as pioneers. As a result, we continuously extend our service offerings to account for trends.

With Deloitte Digital a dedicated brand has been established focusing on supporting our clients with the creation of new digital businesses, products and solutions. Deloitte's global digital network consists of 21 studios in 20 countries around the globe and is growing rapidly. To be able to best support clients mastering upcoming digital challenges we developed the garage which acts as a nucleus to breed innovation and create disruptive business models. With big data being relevant like never before, the Deloitte Analytics Institute offers a research, innovation and prototype focused Analytics Think Tank - combining academic, vendor, business and service approaches with market needs. As proof of heading in the right direction AdvertisingAge recently named Deloitte Digital #2 of the world’s largest digital agency networks globally and Kennedy named Deloitte “Global Leader in Digital Strategy Consulting” in 2013.

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.

**JOB 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.

Deloitte International is one of the world’s leading management consulting companies, 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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The European Centre for Women and Technology (ECWT) is a platform for collaboration with 130+ leading public-private actors, academia and NGOs. 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.

ECWT is a member of the COST genderSTE Network and 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 HORIZON2020.

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!

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ABOUT THE COMPANY
Organisations that must share confidential data internally and externally rely on the on-premise enterprise file sync and share platform from ownCloud. Only ownCloud gives IT the visibility and control required to manage sensitive data, preserve business processes and integrate with existing compliant infrastructures while offering users the modern collaboration experience they demand. This is made possible through open, modular architecture, extreme extensibility and unique federated cloud sharing capabilities from ownCloud.

The business model of ownCloud Inc. is very similar to other successful Open Source companies, offering a community version – ownCloud Server – and an enterprise version – Enterprise Edition – with 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 information about our community version ownCloud Server visit www.owncloud.org. For further information about the Enterprise Edition for organisations please visit:

www.owncloud.com

TOPICS OF INTEREST
In the research and education market, ownCloud has initiated Interconnected Private Clouds for Universities and Researchers worldwide. Leading research organisations in the Americas, Europe and Asia/Pacific are joined to create the world’s largest public private cloud mesh.

OpenCloudMesh, a joint international initiative under the umbrella of the GÉANT Association, is built on ownCloud’s open Federated Cloud sharing application programming interface (API) taking Universal File Access beyond the borders of individual clouds and into a globally interconnected mesh of research clouds — without sacrificing any of the advantages in privacy, control and security an on-premises cloud provides. OpenCloudMesh provides a common file access layer across an organisation and across globally interconnected organizations, whether the data resides on internal servers, on object storage, in applications like SharePoint or Jive, other ownClouds, or even external cloud systems such as Dropbox and Google (syncing them to desktops or mobile apps, making them available offline). For further information and how your organisation can join OpenCloudMesh:

http://oc.owncloud.com/opencloudmesh.html

For Research and education customers we have negotiated a framework agreement with the GÉANT Association. The GÉANT Association, representative of the European National Research and Education Networks, and ownCloud Inc., have agreed on a favoured-pricing scheme for GÉANT members and their attached constituents. For further information please visit:

http://www.geant.org/Services/Storage_and_clouds/Pages/ownCloud.aspx

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OWN CLOUD
The Picture method lays the foundation for an extensive business assessment, as it offers a target-oriented and efficient way to analyse 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.
- **Standardised Process Description**
  Increased comparability and analysability due to a formal and contextual standardisation 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 personalised according to the individual requirements of organisations.
- **Efficient Process Modelling and Activity Analysis**
  The 24 building blocks enable to filter essential information for further analysis.

The firm 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 of businesses. The product portfolio is composed of standardised modules, as well as system solutions and special custom-made solutions. Customer satisfaction is the major goal of Räckers and it is achieved by providing competent consultation, individual solutions and tailor-made systems.

The Räckers team consists of competent specialists and experts. Since the company’s foundation, its personnel has grown 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 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, 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 Räckers has employed Just in Sequence field in order to further increase the responsiveness.
ABOUT THE COMPANY
saracus is one of the leading independent consulting companies for data warehouse, business intelligence, corporate performance management and customer relationship management in Germany, Austria and Switzerland, with more than 50 data warehouse consultants. Over the last 20 years, saracus has amassed a wealth of experience in the areas of data warehouse and business intelligence in over 250 projects. Our impressive customer list and customer testimonials are the best proof of how successful projects result in satisfied customers.

saracus competence and portfolio of services
It is the stated vision of saracus to increase the analytical competence of companies and non-profit organisations in order to specifically strengthen the competitive position of these customers. The instruments for reaching this goal are pithily summarised with the terms data warehouse (DWH), business intelligence (BI), big data, corporate performance management (CPM) and analytical customer relationship management (CRM). The services provided by saracus cover all aspects of these topics.

DWrtec® and DWinsurance
Data warehouse projects are very complex regarding to requirements of skills, processes, technology and general conditions within the client’s corporation. Accordingly the process model has to accommodate this complexity. DWrtec® is the process model of saracus for data warehousing projects; it is based on long term experiences and gets updated permanently. Since 2012 DWrtec® has been extended by comprehensive sectoral data models – first of all, for the sector insurance: DWinsurance. Further data models (e.g. for retail, telecommunication, manufacturing) will follow.

DWH academy
The DWH academy allows saracus to make its practically orientated expertise available to customers in numerous seminars on a wide range of DWH topics. These include training courses on topics such as DWH strategy, dimensional data modelling, ETL processes, corporate performance management and analytical CRM. These seminars are also offered in-house. For information on the latest offers and to subscribe to the newsletter, visit www.dw-h-academy.com.

Partnerships
saracus has maintained intensive partnerships with all major software companies in the data warehouse and business intelligence sector for many years. In addition, many of the consultants who work at saracus are also certified on the products of the software partners. To ensure that these partnerships do not cause saracus to lose its neutrality, we never operate as a reseller.

Why saracus consulting?
The following factors demonstrate why saracus is the consulting and integration partner for you:
- Fully focused on DWH, BI, Big Data, CPM and CRM for 20 years
- In-depth experience with important technologies
- A combination of business and IT know-how
- A large number of trained and experienced consultants for on-time completion of major projects
- Full service – from analysis and conception development to system integration and operation
- A procedural methodology specific to DWH
- Total commitment to the success of the project

TOPICS OF INTEREST
At zeb we see ourselves as partners for change. With our clients, we develop innovative strategies and implement them for sustainable impact. People at zeb combine comprehensive industry know-how and experience with a neutral and independent point of view. Our main areas are:
- Finance & Risk
- Information Technology
- Strategy & Sales
- Organization & Transformation
- Human Resources Management

We have the know-how and experience to analyse and assess the upcoming challenges and to implement projects in a calculable manner. Our clients include Global and European banks and insurance companies, regional and federal state banks, retail and universal banks as well as specialised financial institutions, such as asset managers and captives.

A sample of current projects and topics you can find at:
https://www.zeb.eu/about-us/zebreport

JOB OPPORTUNITIES
Years of experience and profound industry knowledge create an exciting working environment. For the fourth time zeb was awarded as one of “Germany’s best Employers 2015” by the Great Place to Work® institution.

Our vacancies in Management and IT-Consulting include:
- Consultants IT Strategy for Banks
- IT Consultants Business Intelligence
- IT Consultants /Senior Consultants Capital Markets
- Consultants SAP-Finance Transformation Banking

Other career opportunities are posted at:
https://www.zeb.eu/career

ABOUT THE COMPANY
The management consultancy zeb was founded in 1992 in Münster by university professors Prof. Dr. Bernd Rolles and Prof. Dr. Dres. h. c. Henner Schierenbeck to respond to the growing need for consulting services in the banking industry. Their main objective was and still is to combine strategic excellence and practical implementation. zeb quickly evolved into a reputable management consultancy for the financial services sector. Today, more than 900 employees support our clients along the entire value chain of financial services from 15 offices in 11 European countries. With entrepreneurial spirit and strategic thinking zeb offers new perspectives and future-proof solutions for financial services institutions. From thought to action – this is the philosophy and the service commitment of zeb.

zeb is the consulting and integration partner for you:
- (Junior) Consultants
- Consultants SAP-Finanz Transformation Banking
- Consultants Capital Markets
- Consultants Business Intelligence
- Consultants IT Strategy for Banks
- Consultants

Please visit our website for further information: www.saracus.com
FURTHER ADVISORY BOARD MEMBERS

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

For more information, visit:
www.christ.de

HILTI CORPORATION
Hilti offers products, systems and services that have leading-edge technology and provide professional customers in the construction and energy sectors with innovative solutions that feature outstanding added value. Active in more than 120 countries, Hilti not only operates production facilities and R&D centers, but is also involved in various international technology partnerships.

Hilti stands for exceptional innovations, the highest quality and direct customer relationships. Some two-thirds of Hilti’s 22,000 worldwide employees work directly on behalf of customers in Hilti sales organizations and technical service units. They generate more than 200,000 daily interactions with customers, creating the basis for the ongoing development of new products and services.

The Group’s strategy is aimed at sustainable value creation through market leadership and differentiation. The overarching goal is to create enthusiastic customers on a daily basis and to build a better long-term future.

As a result Hilti connects its financial success with a comprehensive responsibility towards society and the environment. A mutual sense of openness, honesty and tolerance applies to team members, partners and suppliers alike.

The main administration building at Hilti corporate headquarters in Schaan, Liechtenstein.

Guided by the conviction that entrepreneurial growth also generates personal growth, Hilti pursues an employee- and performance-oriented corporate culture. The values of integrity, courage, teamwork and commitment form a solid foundation and are equally supported by all worldwide employees.

Hilti Group headquarters are located in Schaan, Principality of Liechtenstein, where the company was founded in 1941 by brothers Eugen and Martin Hilti. All company shares are held by the Martin Hilti Family Trust, a fact that ensures long-term continuity and the ongoing development of the company.

For more information, visit:
www.hilti.com

IQ-OPTIMIZE
Optimization, Innovation and high technology
The IQ-optimize Software AG is a provider of modern, innovative software technology and offers its customers reliable and customer-oriented IT services. Since 2001 IQ-optimize develops customized applications and advanced software products. The IQ-optimize Software AG is a subsidiary of Drillisch AG.

Drillisch AG is a listed public limited company and offers telecommunications services. The portfolio of the IQ-optimize Software AG is broad. The priorities are customer-oriented and serve all needs of customers.

For more information, visit:
www.iq-optimize.de

SAP
Helping the World Run Better
As the market leader in enterprise application software, SAP is at the center of today’s business and technology revolution. Our innovations enable more than 296,000 customers worldwide to work together more efficiently and use business insight more effectively.

SAP helps organizations of all sizes and industries overcome the complexities that plague our businesses, our jobs, and our lives. With Run Simple as our operating principle, SAP’s nearly 75,600 employees focus on a singular purpose that inspires us every day: To help the world run better and improve people’s lives.

For more information, visit:
www.sap.com
OUTLOOK FOR 2016

JANUARY 2016

FEBRUARY 2016
- PhD-Seminar, February 15–20, 2016, Flumserberg, Switzerland, www.uni.li/iwi

MARCH 2016
- International Conference on Organizational Science Development, March 16–18, 2016, Portorož, Slovenia, http://fov.uni-mb.si/conference

APRIL 2016
- Study trip from Liechtenstein to Vienna, April 2016, Vienna, Austria, www.uni.li/iwi

JUNE 2016

JULY 2016
- 9th International Symposium on High-Level Parallel Programming (HLPP), July 2016, Münster, Germany

AUGUST 2016
- 3. Hackathon at the University of Liechtenstein, August 2016, Vaduz, Principality of Liechtenstein, www.hackathon.li
- 7th Annual ERCIS workshop, August 21–23, 2016, Kristiansand, Norway
- ERCIS doctoral consortium, August 23–26, 2016, Kristiansand, Norway

SEPTEMBER 2016

OCTOBER 2016
- XIII edition of the MAIS conference, October 2016, University of Verona, Italy

For everything that concerns the ERCIS network simply write an email to team@ercis.org. You will for sure get an answer from one of our team members. The team consists of Dr. Armin Stein, who is the managing director of the ERCIS network, and Dr. Katrin Bergener, who supports Armin in all different areas. Besides answering emails, the team helps organising events, maintains the website, organises the network communications, and supports project applications. If you are interested in the network, get in touch with them!

Dr. Sara Hofmann, who has been part of the ERCIS team for many years, left Münster at the end of 2015 to start a new position as junior professor in Bremen. Thank you Sara for your work and dedication to the network. All the best for your academic career and we hope that we stay in touch!