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.

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 communicative and uncomplicated initiation of research cooperation and research projects. Among ERCIS’ associated 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.

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

After a great year 2015 with the European Conference on Information Systems (ECIS) in Münster and lots of commitment for this conference from all our ERCIS partners, I was wondering what 2016 would bring about. I thought that it would maybe be a calmer year but we still had a lot of interesting activities going on during the last 12 months – joint teaching, projects, research, advisory board meetings, new network members, or our great annual meeting. But read for yourself!

The two ERASMUS+ projects (MASTIS and BPM_online) both started with their kick-off meetings in Lyon and Vienna at the beginning of this year. It will be great to accompany the progress of those projects, where several ERCIS partner institutions are involved, during the next years and to see where the results will lead us – in our way of teaching but also with regard to further network activities. In addition to those educational projects, we also started a Horizon2020 project within the ERCIS network in June this year. The EQUAL-IST project (Gender Equality Plans for Information Sciences and Technology Research Institutions) aims at introducing structural changes to enhance gender equality in Information Sciences and Technology (IST) research institutions. Those three projects are not “core” IS research projects but, in my eyes, are extremely helpful in reflecting our discipline and our way of working together and shaping the future for the next generation of IS students and researchers.

Speaking about projects, last but not least, the RISE_BPM project that started last year is also running smoothly by now. As a RISE project is primarily about research and innovation staff exchange, I recently like to talk about not only being Head of the Department of Information Systems and Academic Director of the ERCIS network but also head of a travel agency. It is great to watch how our junior researchers spend some time at partner institutions to jointly work on BPM topics and it is also great to regularly welcome visiting researchers here in Münster.

Apart from the projects that are currently going on, we again had our ERCIS Annual Workshop at one of our partner universities. This year, the University of Kristianstad offered to host our Annual Workshop in beautiful Norway. Thanks again, Bjørn Eirik and Leif, for organising this meeting and taking care of everything. We spent two interesting days talking about topics like IS and open innovation or IT programme management. In addition, we took the opportunity of this meeting to officially welcome the University of Leiden as new ERCIS partner institution, as well as Sara Hofmann, Oliver Müller, and Stefan Stiegitz as Personal Members. This type of membership is part of some new regulations of the network, you can read a bit about that in this report. As good tradition, they directly offered to host next year’s Annual Workshop.

Well, I believe that this short recap shows that this year again, 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 2017!

All the best,

Jörg Becker
Following Vaduz (Liechtenstein) in 2010, Bordeaux (France) in 2011, Kaunas (Lithuania) in 2012, Turku (Finland) in 2013, Rome (Italy) in 2014, Guimarães (Portugal) in 2015, this year’s ERCIS Annual Workshop took place at the University of Agder in Kristiansand, Norway. Bjørn Erik Munkvold kindly hosted the workshop in August.

Following the traditional structure, the workshop started with a welcome reception at Christianssand Brygghus (Micro Brewery) in the city center of Kristiansand for those who had already arrived Monday evening. This year, participants from Belgium, Canada, Denmark, Finland, France, Germany, Italy, Liechtenstein, Lithuania, the Netherlands, Norway, Portugal, Sweden and Switzerland participated in the workshop.

Subsequently Jörg Becker presented a recap of ERCIS activities, ongoing activities and the plans for 2017.

Robert Winter gave an overview of the “IT Programme Management” and its progress since last year’s presentation. The project performed by the university of St. Gallen deals with the topic of project failures. Their handling or even mishandling, because of poor documentation and evaluation, often causes missed opportunities to learn from made mistakes.

The next session was led by Carl Erik Moe from the University of Agder, titled “Tele-health and Integrated Care”. Dealing with a topic that gains more and more importance, he presented the project TELMA – Telemedicine and Integrated Care at Agder, which runs for three years starting in September 2016. The project aims to establish a hub for telemedicine in the region and to facilitate the realisation of different types of benefits from this hub like less hospitalisation, health promotion, preventive care and the preservation of patient’s quality of life.

The day closed with a workshop dinner at the restaurant Sjøhuset (Sea House), situated by the sea.

The second workshop day started with a presentation by Jan vom Brocke und Oliver Müller about “The Power of Text Mining”. MineMyText is a cloud app that allows to discover, quantify and visualise topics and sentiments in large collections of unstructured text documents.

In the last session of the workshop the KU Leuven, ERCIS member since 2015, was presented. Jan Vanthienen and Joep Crampvoets introduced the two involved institutes, the Leuven Institute for Research on Information Systems and the Public Governance Institute, and gave an impression of the organisational structure of the university and the research topics they are dealing with.

The workshop closed with a tour over the campus and a boat trip in the beautiful skerries.

The next Annual Workshop will take place in Leiden (the Netherlands), August 28th – 30th, 2017.

After a short coffee break Dag H. Olsen from the University of Agder held a presentation titled “IS and Open Innovation”. It was followed by the introduction of the University of Leiden, our newest member in the ERCIS network. Michael Emmerich introduced the University of Leiden and the Leiden Institute of Advanced Computer Science, where he is dealing with research topics like multi-criteria optimisation and decision analysis as well as their applications e.g. in production or logistic optimisation.

Afterwards Heke Trautmann invited the workshop participants to visit Münster next spring, because in 2017 the EMO conference is going to be hosted in Münster. The 9th International conference on Evolutionary Multi-Criterion Optimisation takes place from 19th – 22nd of March 2017.

Karsten Kraume, member of the Board arvato CRM Solutions at arvato AG, one of the ERCIS Advisory Board Members, presented the newly founded ERCIS Omni-Channel lab powered by Arvato. The lab is concerned with practice-oriented research on innovative solutions and new concepts for omni-channel challenges.

Participants of the ERCIS Annual Workshop

Subsequently Jörg Becker presented a recap of ERCIS activities, ongoing activities and the plans for 2017.

Michael Emmerich and Jörg Becker are signing the official Certificate of Membership

Participants of the ERCIS Annual Workshop
NETWORK STRUCTURE UPDATES

“The European Research Center for Information Systems (ERCIS) is a lively international network of research institutions, active personal members and advisory board members working in the field of Information Systems.”

Since its founding in 2004, the network’s goals, ideas, and rules and obligations have basically remained rather untouched: The coordination takes place at the University of Münster, Germany; the network extends to the international partner institutions, who are being accepted on a one-partner-per-country base; the advisory board members build the connection to practice.

However, from 2004, the year of its foundation, to today, the network grew from 12 international partner institutions to 24! We increased the amount of partners in our advisory board from four to fifteen! We meet informally at the two major conferences (the European and the International Conference on Information Systems: ECIS, ICIS) and, since our first meeting in 2010 in Vaduz, Liechtenstein, each year in a formal way at one of our partner institutions.

What did not change is the common goal: accessing the www.ercis.de (we did not put „www.ercis.de“ in quotes, but everyone knows that this is the ERCIS homepage). The coordination takes place at the University of Münster, Germany; the network extends to the international partner institutions.

NEW ERCIS MEMBERS

We still believe that good and successful research requires collaboration of dedicated people with different perspectives. With the information systems discipline becoming more and more diverse, a good choice of partners should not be limited by rules. If an institution or a researcher fits the network and can bring additional value, we will not be exclusive, but rather inclusive. We do not want to grow uncontrollably, but give diversity more space.

For this reason, we might, as presented to the network in Kristiansand during the Annual Workshop 2016, also invite institutions from countries where we are already represented with a partner – in very special cases and only as an exception! Furthermore, we introduced the notion of “Personal Members”. This role has been specifically introduced to keep the connection to the network’s early stage researchers. Young academics might be recommended by members to be affiliated with the network on a personal level.

To make us in Münster and our fellow partners more credible to the environment, we decided to ask our applicants to document their vision on how they would like to collaborate with the network. These statements will support us to find out if we share the same vision, and to revise our partnership regularly. We will introduce this measure to all our network partners, to the headquarters in Münster, as well as to our international partners. We believe that with this measure, we will get the best out of the is research motto: ERCIS is, what we make of it!

NEW ERCIS MEMBERS

As the ERCIS is an ever-growing network, we are happy to welcome our newest ERCIS members: Kalle Delfmann and Fritz Fleischer were both born in 2016 and as you may imagine from the pictures, they are glad to be part of our network and to show their relatedness.

EMO MÜNSTER 2017

THE 9TH INTERNATIONAL CONFERENCE ON EVOLUTIONARY MULTI-CRITERION OPTIMIZATION

The 9th International Conference on Evolutionary Multi-Criterion Optimization (EMO), supported by the ERCIS team, will bring together both the EMO and the multiple criteria decision making (MCDDM) communities and moreover focus on solving real-world problems in government, business and industry. The classical EMO format will be supplemented by an EMO competition.

March 19-22, 2017, University of Münster, Germany
http://www.emo2017.org

LIVING SMART CAMPUS PROJECT AT THE UNIVERSITY OF TWENTE

In 2016 the Living Smart Campus project launched. The Living Smart Campus programme provides an environment for working on complex social issues that call for scientific solutions. In the search for these solutions, the campus living environment becomes part of the experiments, offering a unique setting in which to prepare solutions before they are introduced into society. Students and scientists live and work close by, which makes the experiments easier to carry out while raising awareness of the work being conducted.

SUPPLY CHAIN HACKATHON AT THE UNIVERSITY OF TWENTE

On October 14th, for the fourth time, the Supply Chain Hackathon was organized at the campus. Several teams competed developing creative solutions based on open and closed data that several companies contributed. A jury of academics and business representatives awarded a 1,000 euros to the best performing team.

SYMPOSIUM CTIT CITIZENSHIP IN A DIGITAL SOCIETY

On November 1st, 2016, CTIT will host its annual symposium “Symposium CTIT Citizenship in a digital society.” At CTIT, the Digital Society has since long been a focal point. We work on innovative ICT technology, study interactions between humans and ICT systems, and have a deep understanding of the consequences of digitalizing society. With this year’s symposium we zoom into the implications of being a citizen in a digitalizing society. What does digitalization do to us, and what can or should we do about digitalization?

ELENA GORBACHEVA AWARDED WITH THE AIS DOCTORAL STUDENT SERVICE AWARD

For her support of the “Women in IS network” of the Association of Information Systems (AIS), Elena Gorbacheva from the University of Münster has been awarded the “AIS Doctoral Student Service Award”. The AIS Doctoral Student Service Award was established in 2014 and recognizes volunteer contributions made by doctoral students toward the success of AIS conferences, journals, and programs.

ERCS OMNI-CHANNEL LAB – POWERED BY ARVATO

This March, the new ERCIS omni-channel lab – powered by Arvato has been founded at the University of Münster (https://omni-channel.ercis.org). The lab combines knowledge from research and experience from practice to innovate omni-channel customer relationship management.

Its main focus areas are processes, data and analytics. For this reason, three chair have joint forces: The chair for Information Systems and Information Management (Prof. Dr. Dr. h.c. Dr. h.c. [Jorg Becker]), the Databases and Information Systems Group (Prof. Dr. Gottfried Vossen) and the chair for Information Systems and Statistics (Prof. Dr. Heike Trautmann). The team is completed by experienced practitioners from Arvato CRM solutions – a leading global provider of omni-channel CRM. All involved parties are working hand in hand to tackle the challenges and improve customer satisfaction.

TASK FORCE FOR THE REVISION OF MODEL CURRICULA FOR GRADUATE DEGREE PROGRAMS IN IS

UMINHO is participating in the joint ACM/ AIS MSIS 2016 task force to revise the MSIS 2006: Model Curriculum and Guidelines for Graduate Degree Programs in Information Systems (https://msis2016review.wordpress.com). The task force released its first public deliverable in June 2015, the second one in March 2016, and a comprehensive MSIS 2016 draft in July 2016.

SHORT NEWS
FIRST GRADUATES COMPLETE MASTER’S PROGRAMME IN BIG DATA SYSTEMS AT THE HSE MOSCOW

On June 27, 2016, the first graduation ceremony for the double-degree Master’s programme in Big Data Systems was held at the Higher School of Economics in Moscow. Master’s programme in Big Data Systems (http://www.hse.ru/en/ma/bigdata) was launched in 2014. The programme is focused on the value aspect of Big Data for large enterprises and the implementation of Big Data technology in enterprise. It provides students with a knowledge and understanding of the fundamental principles and technological component of Big Data, preparing them for a career within companies or in scientific research.

TRAIN-THE-TRAINER: WINTER SCHOOL ON BIG DATA

The professors of the school of Business Informatics involved in the teaching process of the Big Data management systems MSc program took part in the Winter School on Big Data organized by SAP University Alliances in February 2016 and mastered several curricula on semantic analysis, open data analysis based on SAP products. The train-the-trainer session offered insights into the new In-Memory database SAP HANA. Participating faculty members learned to work with the SAP HANA database, acquired first hands-on experience.

SAP INNOJAM

The team of 5 students of School of Business Informatics won SAP Innojam partnering Sberbank in April 2016. The team developed an App which combined a functionality of a project management system and mobile banking using as a back-end SAP HANA Cloud Platform and among other student teams got the highest score from jury chaired by SAP Global EVP Tanja Reueker. The winning team will join the Future Logistics Hackathon partnered by SAP which will take place in Antwerp on Dec. 9-11.

9TH EUROSYMPOSIUM AT THE UNIVERSITY OF GDANSK

On 29th of September 2016, the Department of Business Informatics organized an annual conference, the 9th Eurosymposium 2016, under auspices of AIS SIG-SAND group. The participants, including the former President of AIS, Mrs. Jane Fedorowicz, presented 24 papers. The papers were published in Springer series LNBIP.

AIS STUDENTS CHAPTERS COMPETITION

Students in the new specialization Information Systems is a peer reviewed interdisciplinary academic journal published since 2007 by National Research University Higher School of Economics – Higher School of Economics (HSE), Moscow, Russian Federation. The journal is run by an editorial board, which is supervised by the School of Business Informatics.

The mission of the journal is to develop business informatics as a new field within both information technologies and management. It provides dissemination of latest technical and methodological developments, promotes new competences and provides a framework for discussion in the field of application of modern IT solutions in business, management and economics.

MICROSOFT IMAGINE CUP

In 2016, students of the Department of Business Informatics, were awarded with distinction in the Microsoft Imagine Cup design challenge. Their innovative projects achieved approvals from international experts.

NEW IS SPECIALIZATION AT THE UNIVERSITY OF GDANSK

Since October 2016 – a new innovative specialization – Business Informatics has been released on Bachelor studies. It is a specialization made in cooperation with business partners that were involved in the programme creation. At the last semester, the studies are carried out in the dual mode – two days a week at studies at University and three days a week internship in Pomerania IT firms cooperating with the specialization within Panel of Business Partners.
ABOUT THE INSTITUTION
The Institute of Business-to-Business Marketing (IAS) is part of the ERCIS Headquarters located in Muenster. Founded in 1986, the IAS celebrates its 30th anniversary in 2016 and represents the first senior professorship under the roof of the Marketing Center Muenster (MCM).

Business-to-Business Marketing is traditionally the main research area of the IAS. In addition, the research program is continuously expanded to other interesting and current areas of research, such as the emergence of dominant designs on platform markets, the acceptance of sharing economy models, or the usage of virtual realities in innovation processes. Parts of the research program are realized with the help of associates from research and industry. For instance, the IAS has recently started to extend scenario analysis techniques in a research project in cooperation with the University Hospital Muenster 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.

Despite the senior professorship, the IAS still regularly offers a course on industrial marketing for master students in Muenster. Additionally, Professor Backhaus is mainly responsible for the development and the coordination of the bachelor program in Business Administration at the Turkish-German University in Istanbul.

RESEARCH TOPICS
Our research area encompasses traditional fields of industrial marketing, like risk management for international large scale projects, via methodological research on applying multivariate analysis within scenario-building processes, up to research on customer preferences concerning system architecture of sharing economy models. The results of this applied research have, inter alia, been documented in the following five important textbooks: "Industriegütermarketing", "Strategisches Marketing", "Multivariate Analysemethoden", "Fortgeschrittene Multivariate Analysemethoden", and "Vermarktung hybrider Leistungsbündel". A further major research topic is the early customer integration in the development process of technological innovations. Therefore, virtual reality-based product representation in conjoint analysis is used. The high quality of research at the IAS has been highlighted by several awards. Among those, the IAS was awarded repeatedly with the "Transferpreis" of the University of Muenster.

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

For four years the IAS has been 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. In the course of this project the above mentioned virtual reality-based product representation is investigated.

In cooperation with other research institutions, like the ERCIS, the IAS is working on a research project, funded by the Federal Ministry of Education and Research, to develop a business model for electrical mobility. The core of this project is to support the diffusion process of electric mobility by providing a solution for making private charging points publicly available. The basic idea originates in the sharing economy and opens private people new possibilities to share their charging points and to gain extra money by getting paid for providing their charging points. Since July 2016, the IAS is conducting a scenario analysis project in order to develop future environmental scenarios and to derive strategies for the municipality of Muenster. Even though the scenario analysis is not a core marketing topic, we use our expertise in multivariate methodology and our experience from previous projects to realize methodological extensions in the scenario analysis.

PUBLICATIONS
Books


International Journals

Dissertations
Gausling, Philipp: Bewertung und Management von Risiken internationaler Großprojekte – Eine Untersuchung des Einflusses der Partitionierung auf die Risikosituation internationaler Großprojekte am Beispiel der Fallstudie DESERTEC.


HICSS (Hawaii International Conference on Systems and Information Management), and (International Conference on Information Systems Quarterly, as well as Journal), Electronic Markets, EMISA (Entering), BPMJ (Business Process Management Journal), and BPM (Business & Information Systems Engineering Journal), as well as Data Management and 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 and ISM in Information Systems study programs include Application Systems, Information Modeling, and Workflow Management (Process Modeling field), as well as Data Management and 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 Journal), BPM (Business Process Management Journal), Electronic Markets, EMISA (Enterprise Modeling and Information Systems Architectures), ISbE (Information Systems and e-Business Management), and GIQ (Government Information Quarterly), as well as in conference proceedings like ICS (International Conference on Information Systems), ECIS (European Conference on Information Systems), ER (International Conference on Conceptual Modeling), and HICSS (Hawaii International Conference on System Sciences).

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

EOL-IS

End-Of-Life Solutions for eCar-Batteries – Development of Product-Service-Systems and Information Systems for Decision Support (EOL-IS). An immature battery technology appears to be the crucial obstacle to impede a quick diffusion of electric mobility in Germany. One core factor is the high initial costs of electric car batteries which cause electric vehicles to be significantly more expensive than vehicles propelled by a combustion engine. One way to improve the total cost of ownership of batteries and electric vehicles is the re-purposing of batteries that are no longer usable for automotive applications. In the project, a decision support system was implemented to identify the best second-life application for each single battery as well as to offer additional services to provide customers with fitting value propositions.

For more information, please visit: http://www.eol-is.de

AWARDS
Prof. Dr. Dr. h.c. Dr. h.c. Jörg Becker was awarded with the Best Reviewer Award of the “Business Research” Journal.


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


DISSEMINATIONS


Kölle, Sebastian: The Digitalization of the Knowledge Workplace – Implications to Manage Work in the Future.


SELECTED CURRENT RESEARCH PROJECTS

EQUAL-IST aims at introducing structural changes to enhance gender equality within Information Systems and Technology Research institutions, which have been demonstrated to be among the research sectors most affected by gender inequalities at all levels. The project aims at supporting seven R&Ds from Northern, Southern and Central European countries plus a CSI country, in developing and implementing Gender Equality Action Plans. The project will combine gender mainstreaming and positive actions on 3 main levels: HR practices and management processes, research design and delivery, student services and institutional communication. For addressing and solving issues of horizontal and vertical segregation in research and administrative careers, work life balance, gender neutral-blind approaches to IST research, gender gaps in students’ enrollment, EQUAL-IST will try to operate at the same time on organizational structures, discourses and behaviors.

For more information, please visit: http://www.equal-ist.eu/
The Institute of Medical Informatics (IMI) is dedicated to research and teaching for the full range of informatics applications in medicine. It was founded in 1973 and belongs to the Medical Faculty. Since 2009 it is headed by Martin Dugas. It provides lectures, seminars and courses in small groups regarding Medical Informatics for medical as well as informatics students. The institute has a long tradition regarding research on information systems in healthcare. Nowadays, the future of information systems in healthcare, specifically regarding electronic health records (EHRs), is a key research focus. Personalised medicine is built upon clinical and molecular data. Therefore data mining and pattern recognition techniques for genomic data, in particular derived from next-generation sequencing techniques for genomic data, 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.

CURRENT RESEARCH PROJECTS
Health Informatics (eHealth)
The world-wide largest public portal of medical data models (http://www.medical data-models.org) was established by IMI. It is an official European Research Infrastructure (http://portal.mieni.eu/convers-esf/public/0/research_infrastructure/1937). To date it contains 8.600+ data models, 580.000+ data items and 1.044.000+ terms with semantic annotations. These data models are available in 15 download formats, in particular CDISC ODM, HL7 FHIR, ODM and openEHR ADL. A Workshop with approximately 50 participants was organised at TMF, Berlin. The IMI project mobile patient questionnaires (http://mopat.uni-muenster.de) integrates EHR and patient reported outcomes. Recently this software tool was applied successfully in a clinical study in 10 European countries with multinational data collection.

Biomedical Informatics
MDS-RIGHT, a European project coordinat-ed by Prof. Jooi Jansen (Wijmegen Centre for Molecular Life Sciences), is progressing to analyse mutations in Myelodysplastic Syndrome (MDS). MDS-RIGHT will assess approximately 1000 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 NGS patients develop leukaemia - the objective of the project is to improve diagnostics and therapy using biomarkers from NGS.

In joint projects with Prof. Frank Rosen-bauer (Director Institute of Molecular Tu-bal Biology) new algorithms to analyse STARR-seq, 4C-seq as well as CHIP-seq data are being developed. Together with Prof. Carsten Müller-Tidow (Director Oncology and Hematology Department, Universi-ty of Halle) improved diagnostics of tumor diseases with new DNA sequencing methods and algorithms are being developed (funded by German Cancer Aid foundation).

AWARDS
Dr. Julian Varghese from IMI received the Rolf Hansen Memorial Award of the European Federation of Medical Informatics at the MIE conference 2016 in Munich for his publication “Key Data Elements in Myeloid Leukaemia”. This award honors excellent scientific work in the field of electronic health records.

PUBLICATIONS


Bartenhagen C, Dugas M. Robust and exact structural variation detection with paired-end and soft-clipped alignments: SoftSV compared to eight algorithms. Briefings in Bioinformatics 2015 May 20. pii: biv028. PMID: 25998133

DISSEDITIONS/HABILITATIONS
Dr. Christoph Bartenhagen: Robust and exact structural variation detection with paired-end and soft-clipped alignments: SoftSV compared to eight algorithms.

Dr. Philipp Bruland: Does single-source create an added value? Evaluating the impact of introducing XAT into the clinical routine on workflow modifications, data quality and cost-benefit.

Dr. Justin Doody: A European inventory of common electronic health record data elements for clinical trial feasibility.

Dr. Binyam Tilahun: Comprehensive evaluation of electronic medical record system use and user satisfaction at five low-resource setting hospitals in ethiopia.

Dr. Benjamin Trinczek: Design and multi-centric implementation of a generic software architecture for patient recruitment systems re-using existing HIS tools and routine patient data.

Dr. Julian Varghese: Frequency analysis of medical concepts in clinical trials and their coverage in MeSH and SNOMED-CT.

END-REFERENCES

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1. Who is the director of the Institute of Medical Informatics at the University of Münster, and what is his role?

The director of the Institute of Medical Informatics at the University of Münster is Martin Dugas. His role includes leading the institute, overseeing research projects, and teaching informatics to medical and informatics students.

2. How long has the Institute of Medical Informatics been in existence?

The Institute of Medical Informatics was founded in 1973.

3. What are some current research topics at the Institute of Medical Informatics?

Current research topics at the Institute of Medical Informatics include bioinformatics, medical data models, and health informatics (eHealth). These topics are focused on developing and implementing interoperable information systems in healthcare, improving diagnostics and therapy using biomarkers from NGS, and assessing patient cases with Next Generation Sequencing (NGS) technology. Additionally, the institute is involved in projects to improve electronic health records and patient-reported outcomes.

4. What kind of projects has the Institute of Medical Informatics been involved in?

The Institute of Medical Informatics has been involved in a variety of projects, including the development of a mobile patient questionnaire, research on data models and metadata management, and the study of Myelodysplastic Syndrome (MDS) through the MDS-RIGHT project. The institute also collaborates with other research centers to assess patient cases and improve diagnostics and therapy.

5. What kind of impact have the research projects at the Institute of Medical Informatics had?

The research projects at the Institute of Medical Informatics have had significant impact in the fields of bioinformatics, medical data models, and health informatics. They have resulted in improved diagnostics and therapy using biomarkers from NGS, and have contributed to the development of electronic health records and patient-reported outcomes. The institute has also helped to improve the future of information systems in healthcare and has established an official European Research Infrastructure.
University of Münster – Chair for Information Systems and Logistics

About the Institution

Today’s supply chains (SC) have to cope with growing uncertainties and complexities, e.g., from increasingly volatile customer demand, natural or human threats, or through an increasing number of actors in the value-adding process. Tackling these issues is the major objective of the Chair for Information Systems (IS) and Supply Chain Management (SCM), directed by Prof. Dr.-Ing. Bernd Hellingrath. In particular, the chair develops application-oriented research contributions in the areas of SCM, logistics and operations management with regard to the support by IS. A special focus lies in understanding current logistics and manufacturing issues and resolving them by applying and newly developing modeling and planning methods. In this context, research is fostered by a culture of internationalization, exemplified by the growing number of international research partners and projects conducted.

Research Topics

The group’s research focuses on a variety of different research fields in the field of supply chain management and information systems.

- Industrie 4.0: Technological advantages, e.g., in automation and communication, enable new paradigms in the design and operation of production systems, aiming to produce customer specific goods in small lot sizes with the efficiency of mass production. Current production planning and control methods are not capable of this yet. Therefore, the group is evaluating and developing new approaches and methods to be used in future information systems.
- Spare Parts: Condition monitoring enables an early identification of machine breakdowns and thus facilitates more precise planning and management of spare parts and maintenance services. The group focuses on developing improved diagnostics and prognostics data analytics methods for predictive maintenance. Moreover, integrated as well as decentralized planning models for spare parts management are being developed by means of modeling processes of the spare parts supply chain.
- Digitized SC: Digitization is disrupting the field of supply chain management. Digital platforms fundamentally change collaboration between supply chain actors; big data applications enable data-driven business models, and cloud computing makes supply chain data available – at anytime, anywhere. The group investigates and assesses important digitalization levers that affect and re-shape the value chain and its business models.
- Sales and Operations Planning (S&OP): Nowadays, cross-functional integration within a company and along the supply chain are essential for business success. As S&OP addresses this challenge by constantly realigning decisions in sales, marketing, finance and operations, the interest in this field is growing rapidly. The group is investigating and evaluating the state-of-the-art in S&OP and developing concepts to facilitate efficient industrial applications.
- Humanitarian Logistics: Supply chain and logistics management are crucial for effective disaster response. The group conducts research on modeling, performance measurement, and simulation of humanitarian supply chains with a special focus on the design and evaluation of supporting information systems. Additionally, the group investigates, how crisis crowdsourcing can support situation assessment, focusing on infrastructure and resources in affected areas.

Research Projects

The chair is involved in various research projects, which target the main research topics of Spare Parts Management, Supply Chain Planning and Humanitarian Logistics.

The project 12MSc² (Integrating Intelligent Maintenance Systems and Spare Parts Inventory) is related to the chair’s research on spare parts management and predictive maintenance. [DFG 2012–2016; UFRGS Porto Alegre, UFSC Florianópolis, FURG Rio Grande]

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

MaturFlex (Development of a Maturity Measurement Framework for Supply Chain Flexibility) targets the development of a maturity measurement framework for Supply Chain Flexibility. [DAAD PROBRAL 2016; UFSCar Sao Carlos, PUC Rio de Janeiro]

Together with Prof. Stefan Klein the group was part of the Marie Curie Initial Training Network dedicated to the international Graduate School NITIM (Networks, Innovation, Technology and Innovation Management). Herby, two humanitarian logistics PhD projects have been supervised. This project ended in September 2016 [EC FP7, www.nitim.org]

Publications

Horta, Flávio E. A.; Link, Daniel; Porto de Albuquerque, João; Hellingrath, Bernd (2016). oDMM: An Integrated Model to Connect Decision-Making Needs to Emerging Data Sources in Disaster Management. HICSS, Kauai, USA.


Booth, R.; Wagemans, Carolin; Saalmann, Philipp; Hellingrath, Bernd (2016). An Overview of Useful Data and Analyzing Techniques for Improved Multivariate Diagnostics and Prognostics in Condition-Based Maintenance. PHM, Denver, USA.


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Chair for Information Systems and Supply Chain Management

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Key Facts

- 19 student assistants
- 16 research assistants
- 2 visiting professors
- 15 student assistants

Research Topics

- Supply Chain Flexibility
- Sales and Operations Planning
- Spare Parts Management
- Decentralized Supply Chain Planning
- Meta-Heuristics for Supply Chain Planning
- Supply Chain Security
- Humanitarian Logistics

Events

In conjunction with Prof. Frazzen (Federal University of Santa Catarina), Prof. Hellingrath chaired two special sessions at the 8th IFAC Conference on Manufacturing Modelling, Management, and Control in Troyes, France and at the 9th IFAC Symposium on Telematics Applications in Porto Alegre, Brazil. Both sessions covered recent improvements in intelligent maintenance systems and spare parts supply chain planning.

For the first time, an ERCIS after-work panel discussion took place. Adam Widera moderated the panel on humanitarian informatics research. Professor Marc Haselkorn, Dan McClure, and Robin Mays, offered a valuable and lively discussion with interested people from all stages of their academic career path.

As member of the EU Project DRIVER, the group participated in two experiments dedicated to humanitarian logistics. In the first event, advanced crisis simulation models have been applied in the planning of logistics tasks in a simulated flooding scenario. Another simulated flooding took place in the City of The Hague, involving volunteers to use the crowdsourcing app GDACSmobile.

With funding of the Alexander von Humboldt-foundation two guest professors of renowned Brazilian universities visited the chair for extended periods to deepen the existing collaborations. Prof. Buarque (UPE Recife) extended his Humboldt Fellowship during June/July to follow up active PhD co-supervisions, build co-authorship and further establishing research links with ERCIS. Furthermore, Prof. Scavarda (PUC Rio de Janeiro) connected his research on Sales & Operations Planning during his stay in Münster with the groups’ research.
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 TIMBUS, 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 German 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 evaluated 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 BMBF. Since January 2015, the responsible parties try 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 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 scale software. Besides, 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. Our DFN-Members increasingly face 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.

AWARDS

Deutschland – Land der Ideen: “Ausgezeichneter Ort im Land der Ideen”

DISSEMINATIONS/HABILITATIONS


Joachim Poggemann (2016): Patentverfahrensrecht und Verwaltungsrecht

Our research explores the impact of information and communication infrastructures in an organisational context. We are interested in the development of the digital organisations: how do organisations and leaders respond to the challenges and opportunities of an informed 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 communities of practices. In order to study practices in situ, we advocate approaches, to the meso level of group practices and the macro level of infrastructure development.

We pursue this agenda through three interrelated fields of research:

1. The Communication and Collaboration Management group, led by Dr. Simeon Vidolov, is broadly concerned with understanding the role of technologies, knowledge and collaborative processes, both within and between organisations and broader social networks. The principal aim of the group is to promote the critical study of communication, coordination and collaboration practices that are seen as central to the relationship between technology and organisational and societal changes. A prominent focus in our research is the examination of the material and affective aspects of organisational and social life, and the practices through which they are being mediated and performed. Some of our research themes include:
   - Virtual and distributed forms of working and organising
   - Collaborative practices and trust production in complex network arrangements
   - Role of affectivity and embodiment in the process of learning and collaboration
   - Critical approaches to project management, and its performative and political aspects
   - Manipulation, propaganda and influence in the Digital Age

2. The research group on Strategic Information Management, led by Dr. Alexander Teubner, comprises a team of researchers particularly interested in the executive decision making on the use of ICT in today’s “Information-Age” organisations. We distinguish two important decision areas: first, decisions on ICT adoption and the design of the corporate IT-based infrastructure. And second, decisions on how to source, organise and govern tasks and responsibilities involved in running and maintaining such an infrastructure. The research group’s current research is on:
   - IT strategies and Digital Business
   - The implementation of IT strategies via IT investments and programs,
   - IT sourcing and the governance of (multiple) outsourcing relationships,
   - IT operations management with a particular interest in the viability of the IT service management paradigm

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

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

Online search in an online multi-channel environment

In order to explore online search patterns, we have conducted a series of experiments in which test persons look for airline tickets for specified routes and dates. We document the online search paths across airline, price comparison or online travel agency sites by screencasts and audiostreams of audio loud input. The experiments complement the analysis of online panel and airline customer data.

The empirical work is used to critically examine established concepts of search behaviour based on search economics, the customer search funnel and consideration set. (PI: Julia Jacobs)

IT service management

Given the discrepancy between the practical relevance of IT service management and the lack of conceptual clarity, this research focuses on developing an IT service definition and methods for service specification. The evaluation of the conceptual work is done in two case studies (University and Publishing Company IT Department). (PI: Christian Remfert)

Member – network relations: On identities, organizational becoming and sensemaking

AACSBI is an international accreditation agency organised as a club with a network administration organisations. AACSBI emphasises formative evaluation, in order to facilitate its members learning and continuous development. Our research studies the precarious alignment between the identities of highly diverse members and AACSB’s standards and values, which are subject to an ongoing collective review and development, and are enacted by peer review teams throughout accreditation or continuous improvement visits. (PI: Sophie Wohlighe)

PUBLICATIONS


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KEY FACTS

RESEARCH TOPICS

- Information and communications infrastructures
- Strategic alignment
- IT value
- Organisation theory of IS
- Transformation of work
- Appropriation of communication infrastructures
- Communities of practice
- Collective action and standardisation
- Living Lab research approach
Chair of Practical Computer Science

Languages, Testing, Parallel Programming, Main-Specific Languages, Programming Model Driven Software Development, Debugging and E-Assessment.

Our fields of research are Business Apps, collected aspects of Software Engineering.

Software testing is essential for the creation of high-quality software. In a DAAD project in cooperation with our partners from the Universität Complutense de Madrid we have worked on ways to improve the Münster generator of glass-box test cases (Mugg). In particular, we have focused our efforts on two new fields: Creating test cases for Android applications and interactions with databases. Aside from this project we have developed approaches relevant to practice for improving the software development process for projects involving the Spring framework and explored the potential of software containers for testing.

The symbolic Java virtual machine (SJVM) created for Mugg also serves as a basis for our most recent research project, which aims at integrating logic programming features into the Java programming language. This integration of programming paradigms promises simpler development of programs that require constraint solving, as constraints will be stated declaratively and solved implicitly by the SJVM runtime.

For our E-Assessment system EASy, we are developing a further module that supports exercises for the functional programming language Haskell. Further, we are developing an e-assessment module to support assessment of UML class diagrams. This research focuses on the correct application of design patterns in the context of software engineering.

Experience shows that the development of parallel programs is an elaborate and time-consuming task. The Muenster Skeleton Library (Muesli) is a collection of high-level concepts that facilitate the development of parallel programs. The library contains so-called algorithmic skeletons, i.e., frequently recurring parallel programming patterns, which can be easily and efficiently combined to develop parallel applications. Recently, we have extended Muesli for hybrid and heterogeneous architectures and have evaluated simultaneous executions on CPUs and GPUs.

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In the field of matching markets, we study the problem of assigning children to day care facilities. In particular, motivated by the German day care market, we discuss the possibility of heterogeneity in the strength of preferences of the day care facilities, in view of private versus public facilities. In order to meet the requirements of this two-sided market, we combine known market mechanisms while focusing on game theoretical properties such as stability and Pareto efficiency.

Publications


Dissertations

Ernsting, S.: Data Parallel Algorithmic Skeletons with Accelerator Support.


Events

In June 2016, the 9th International Symposium on High-Level Parallel Programming (HLPP) was organized in Münster. Moreover, Prof. Kuchen served on the program committees of the following conferences: HLPP, QBS, ACM SAC, SIBD, SACLA, HLPGPU, SOFTENG, GEP02015, and HICSS. Moreover, he was:

- Member of the Scientific Advisory Board of IMDEA-Software, Spain.
- Managing Director of the Institute for Applied Informatics at the University of Münster.
- Editor of the Open Journal of Web Technologies.
university of münster –
information systems and statistics

about the institution
Heike Trautmann is head of the Information Systems and Statistics group and a director of ERCIS. Currently, three post-doctoral researchers and three post-graduate researchers are part of the group. The team contributes to the research areas of Data Science and Big Data, multiobjective optimization, evolutionary computation, algorithm evaluation and selection and computer games in international collaborations. The group offers many courses in Bachelor and Master Degree programs. Industrial collaborations support the transfer from theory to applications in industry.

research topics
Some of the most challenging real-world problems involve the systematic and simultaneous optimization of conflicting objective functions. Multiobjective Optimization deals with the simultaneous optimization of contradicting objectives. As most of the multi-objective 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 University of Coimbra, Portugal. Moreover, the group develops and evaluates new algorithm architectures and hybridization principles with a user-centric perspective.

we address data science issues related to Big Data applications such as omni-channel customer relationship management, specifically customer segmentation, or propaganda detection in online media. Special courses and project seminars are currently offered to the students. Moreover, Heike Trautmann launched a new executive program on Data Science at the Center of Scientific Executive Education in Münster in collaboration with G. Vossen (DBIS group), T. Wiesel (Marketing) and T. Quandt (Communication Science).

current research projects
PropStop, Detection, Analysis and Mitigation of Online Propaganda: The three-year project, started in June 2016, is concerned with the detection of propaganda attacks in online media. It aims at establishing technical means for identifying automated and coordinated postings in social networks and online forums, such as campaigns of political propaganda and covered advertising. The project is joint work with the Department of Communication at the University of Münster, the Institute of System Security, University of Braunschweig, Spiegel Online, Süddeutsche Zeitung and Pallas GmbH. It is funded by the Federal Ministry of Education and Research (BMBF).

This March, the new ERCIS omni-channel lab – powered by Arvato has been found. An Ontology of Preference-Based Multiobjective Optimization and Applications (http://www.cosel.net) is an international consortium of researchers which addresses current challenges from Algorithm Selection, Algorithm Configuration and Machine Learning. Members of COSEL, including the group from Münster, created an online platform for benchmarking algorithm selection problems (http://www.cosel.net/coslab).

awards
PPSN XIV Best Paper Award (2016) 09/2016 – Edinburgh Napier University and Organising Committee of the Parallel Problem Solving from Nature (PPSN) Conference XIV

GECCO 2016 Niching Methods for Multimodal Optimization Competition – 1st place (M. Vlahogianni, Kalyamin, Deb, and Mike Preuss, method RS-CMSA-E5) and 3rd place (Mike Preuss, method NEA2+ )

Events
Gecco Evolutionary Computation Conference (GECCO), Denver, Colorado, July 20–24, 2016: Heike Trautmann and Mike Preuss were part of the organization, i.e. coordinated the Evolutionary Multiobjective Optimization Track as well as the competitions (http://gecco-2016.sigevo.org/index.html?Organizers-ands-Tracks).


Heike Trautmann organized a Dagstuhl seminar on “Automated Algorithm Selection and Configuration” in October together with colleagues from Canada and Germany (BMBF).

publications


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KEY FACTS
institute
- Launched in April 2013
- 7 Researchers

research topics
- Multiobjective Optimization
- Evolutionary Computation
- Decision Support Systems
- Algorithm Benchmarking
- Algorithm Selection
- Computer Game AI: Balancing, PCG, Game Data Analysis
- Hybridization of Algorithms
- Statistical Quality Management
- Data Mining
- Big Data/Data Science
About the Institution

Databases and Database Systems have always been at the heart of Information Systems. While their visibility has been decreasing in recent years, their importance as a core infrastructure underlying modern IT systems, including those on the Web and in the cloud, has always been growing. This is due to the fact that database systems offer functionality, such as high-level querying or transactional contracts, that is central to many applications, and that they have adapted to the growing requirements regarding availability, scalability, and data modeling. The DBIS Group in the Department of Information Systems at the University of Münster is a member of the European Research Center for Information Systems (ERCIS) and as such studies challenges regarding the adoption, application, exploitation, and usage of databases, data warehouses, and other data management systems in business-oriented domains.

Dr. Gottfried Vossen, Professor of Computer Science and head of the group, is a Fellow of the German Computer Science Society (GfK), Honorary Professor at the University of Waikato Management School in Hamilton, New Zealand, and a 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 program 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 analyzing data-driven applications. In order to execute a process, however, appropriate means for managing the data that are needed are required. 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

ERCIS Omni-Channel Lab

Powered by Avarto

In the summer term 2016 the ERCIS Omni-Channel Lab Powered by Avarto was founded in cooperation with the University of Münster involving the chairs of Prof. Dr. Becker, Prof. Dr. Vossen, and Prof. Dr. Traumann. Avarto as one of the world’s leading providers for customer services faces the necessity to serve clients a holistic view about their customers across different communication channels, e.g., voice, mail, e-mail, chat, and social media to improve the customer interaction for the client. The challenge to implement such an omni-channel solution from the data management perspective is given by the volume, the variety, and the accessibility of the data. Therefore, the DBIS group will focus on developing a Big Data integration concept and an appropriate data management architecture.

Gamification of Business Process Modelling

Business Process Modelling is an activity during which a modeler creates a graphic representation of the business processes of an organization. As part of its research portfolio, the DBIS Group is working together with Horus software GmbH from Ettingen to analyze the potentials of Gamification within this context. The relatively new 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 endeavor is the conceptualization, implementation, and evaluation of a Gamification module for the Horus Business Modeler, a process modelling software developed and marketed by Horus software GmbH. Expected benefits are an increased motivation of process stakeholders to participate in modelling, a higher quality of process models through timely and suitable feedback, and process modelling “learning by doing.”

Goal-oriented Business Intelligence Architectures

Goal-oriented Business Intelligence Architectures (GOBIA) are a current research effort of the DBIS Group. GOBIA aims to fuse traditional Data Warehouses (DWH) and novel Big Data technologies, such as Apache Hadoop ecosystem, on an architectural level. In previous days, mostly DWH technologies were considered for Business Intelligence (BI) architectures. With the advent of Big Data, technological possibilities grew so tremendously that it became challenging to select the “right” technology for an analytical task. Often, even a combination of technologies is needed to fulfill it.

To navigate through these choices, GOBIA enhances a reference architecture (GOBIA. REF) for analytical tools with a development process (GOBIA.DEV). GOBIA.DEV focuses on the actual business goals and requirements to derive a conceptual architecture and, using this, to find suitable technologies. In the end, GOBIA should allow to employ a specific use case to narrow down the most fitting choices from a vast technology solution space and to clarify upon the needed analytical functionality and data.

Publications


N. Pfalzner, T. Classe, R. Araujo, G. Vossen: Designing Serious Games for Citizen Engagement in Public Service Processes; in Proc. 9th Workshop on Social and Human Aspects of Business Process Management (BPMAS2) 2016, Rio de Janeiro, Brazil.


F. Stahl, G. Vossen: Designing Serious Games for Citizen Engagement in Public Service Processes; in Proc. 9th Workshop on Social and Human Aspects of Business Process Management (BPMAS2) 2016, Rio de Janeiro, Brazil.


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KEDGE BUSINESS SCHOOL – DEPARTMENT OF OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS

ABOUT THE INSTITUTION
KEDGE Business School
Kedge Business School offers a large portfolio of degree programs ranging from bachelor’s and master’s degrees to MIBs 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 and 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. The "Operations Management and Information Systems" department is valued for its competency in purchasing, logistics, supply chain and information systems management. The team members are highly recognized for expertise in the area of Information and Decision Science, in Knowledge Management, Serious games, E-commerce, and Organizational Learning research fields.

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 modeling for the different organizational learning mechanisms and causal mapping applications in managerial decision-making.

CURRENT RESEARCH PROJECTS
Data envelopment analysis (DEA) methodology and the DEA applications DEA is a well-established non-parametric methodology, which is used to assess the performance efficiency of a set of decision-making units (DMUs) in production systems. DEA generates efficiency scores for each assessed element of the system – DMU (subsidaries, or regions or companies) – thus constructing a Pareto-like frontier of optimal solutions, providing information about the performance of the DMUs and setting the targets needed to perform as the efficient units. DEA offers a range of different models (oriented and non-oriented models, radial, additive, directional-based measures, etc.) to assess the technical efficiency of the given DMUs in terms of economic and process efficiency.

In the theoretical studies, the focus is made on the single-stage DEA models with weight restrictions, in the CRS (constant return to scale) and VRS (variable return to scale) technologies. The special conditions on the effective bound are studied: it is shown that the effective bounds in the input and output orientations, for both CRS and VRS models, are generally different, and their evaluation requires solving different linear programs. The effective bound of an inefficient DMU may be smaller than the efficient bound of any of the strongly efficient DMUs. This implies that assessing the effective bounds for all observed DMUs is generally insufficient to identify the common effective bound that would be suitable for all (including unobserved) DMUs in the CRS or VRS technology. The questions of the trade-offs between inputs and outputs which appear in many DEA applications is also in the center of our research works.

An environmental perspective to help in implementing sustainability in wine industry using the DEA models was in the center of my recent DEA applications. The objective is to evaluate the performance efficiency of the different wine regions in France in terms of carbon footprint practices using data envelopment analysis. An output oriented version of the weighted additive DEA model introduced by Lovell and Pastor (1999) is used. This methodology is characterized by accounting for slacks as a source of technical inefficiency contrary to other approaches that neglect slacks leading to an overestimation of the allocative inefficiency. The major interest is in the three sources of carbon emission which are the biogeochemical field emission, packaging, and transportation.

The joint project on the DEA applications in sustainable project on the use of land resources is developed together with Argonne National Laboratory (USA) and is under evaluation in the framework of France-US cooperation.

The e-DENT Project
The e-DENT project sets out to provide access to dental care and medical advice 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 Langueux-Roussillon and involves a specially designed "intraroral" camera and collaboration between Montpellier University Hospital and ORAL-B (Procter & Gamble).

Currently, the key finding is creating 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 100 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.

PUBLICATIONS


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

RESEARCH TOPICS
- Information Systems Management
- E-commerce
- E-distribution
- Decision-Making and Analysis
- Organizational Learning and Knowledge Management
- Serious games
- Digital tools in museums
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 methods 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 knowledge with enduring consequences through the study of the inter-relationships 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 departments in Europe. ITM is a multidisciplinary and dynamic in nature. In addition to the research themes, ITM still maintains the more traditional research areas for the disciplinary development of its researchers.

The faculty and administrative staff of the department are primarily teaching within the following degree programs: Bachelor in Business Administration and Information Systems, Bachelor in Information Management, MSc in Business Administration and Information Systems and the MSc in IT (eBusiness).

**Research Topics**

The Department of IT Management conducts research within the following seven 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, and open big data.

Themes are emergent, topical, inter-disciplinary and dynamic in nature. They emerge from bottom up activities where researchers find that they share a common excitement about a new phenomenon and encompass several tenured faculty members who meet regularly about a common research phenomenon over a longer period of time.

**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.

**Current Research Projects**

**BPM Online**

In this EU project, in collaboration with other ERCIS network members, CBS participates in the development of an EU reference curriculum for business process management. CBS’s focus is on the challenges and the role of BPM with regards to organizational flexibility, innovation and employee’s expertise.

**The Center for Business Data Analytics (cbSDA)**

has started at the Department of Information Technology Management of the Copenhagen Business School and conducts transdisciplinary basic research at the socio-technical intersections of computer science and social science with specific applications to managers in companies, teachers in schools and residents in cities.

**Big Social Data Analytics**

CBS ITM received a 6.2 m DKK grant from the Danish Industry Foundation and starts 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 cashless society is fully 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 digitalization of money affect the use and experience of money? How does the digitalization of transactions influence the performance of and preference for different payment systems? How can we design a digitized payment ecosystem? The complexity in the challenges requires us to apply multi methodological approach ranging from anthropological studies, field studies, experiments, and design science in close collaboration with practice, including, including The Danish Bankers Association, NETS, Danske Bank, Cell Point Mobile, IBM, and Innovation Lab.

**NEXT-TELL**

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

**PUBLICATIONS**


**Contact Details**

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**Key Facts**

**Institution**

- 25 tenured faculty
- 16 PhD candidates
- Plus a number of assistants, lecturers, adjuncts, external employees

**Research Topics**

- Information Management
- Social Media Management
- Social Media Analytics
- IT in Mergers and Acquisitions
- IT Strategy and Organization
- Internet of Things
- Open Data, Big Data
- Electronic Communication
- Human Computer Interaction
- Systems Development
- E-Government
The University of Twente (UT) is where talent can best realize its full potential. Students and staff are the key. All in all, 3,500 scientists and professionals carry out groundbreaking 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 around 500 businesses, including student-run ones. The University of Twente has also generated more than 500 successful spin-off companies including well known E-businesses such as Booking.com and Take-away.com. The university's business park, Kennispark Twente, encourages and assists entrepreneurs to start new companies. But there's so much more than what happens on our wonderful, green campus. Our sports and cultural facilities are unique and our host events such as the world's largest student sports event, the Batavieren Race. The campus is a hive of activities – a truly inspirational place to be!
UNIVERSITY OF GDANSK – DEPARTMENT OF BUSINESS INFORMATICS

ABOUT THE INSTITUTION

With almost 30,000 students, eleven faculties and about 1,700 academic staff members, the University of Gdansk is the largest institution of a higher education in the Pomeranian, Poland. It offers the opportunity to study in almost seventy different fields with over two 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 Polish process standards. The Department is the main contributor to the E-learning Educational Platform of the University of Gdansk.

The Department of Business Informatics of the University of Gdansk is conducting intensive teaching and research activities. Some of its academic manuals are bestsellers. The Department is involved in the following international and research initiatives:

Polish Chapter of Association for Information Systems – PLAS

The Department of Business Informatics is involved in Business Informatics Research (BIR) 2008), 8th International Conference on European Distance and E-learning Network (EDEN 2009) and 24th Conference on Information Systems Engineering (CAiSE 2012). The Department is the partner of the European Research Center for Information Systems (ERCIS) consortium.

The Department of Business Informatics is involved in the following international and research initiatives:

Polish Chapter of Association for Information Systems – PLAS

The Department of Business Informatics established a Polish Chapter of AIS – PLAS. The Polish Chapter of Association for Information Systems (PLAS) was established in 2006 as the joint initiative of Prof. Claudia Loebbecke, University of Cologne, Germany, former President of AIS and Prof. Stanisław Wrycza, University of Gdansk, Poland. PLAS co-organizes international and domestic conferences on Systems Analysis and Design as well as on Business Informatics and Systems Engineering.

CURRENT RESEARCH PROJECTS

Development and launching of the specialisation of Bachelor and Master Studies at Faculty of Management of University of Gdansk – Business Informatics: Informatics Applications in Business (AiB);

World IT project, coordinated by University of North Carolina – in cooperation with teams from different universities worldwide. The survey on IT in Polish enterprises in respect of IT occupational culture (ITOC) has been conducted with funding grant of energy producer Energia. The results are going to be published in the numerous research papers.

RESEARCH TOPICS

The areas of research interest at Department of Business Informatics cover the following themes:

- Big Data
- Business Informatics
- Business Processes Modelling, BPMN
- Cloud Computing
- Databases
- E-Business
- E-Learning
- Enterprise Modelling
- ERP, CRM, SCM, WFM, BI Systems
- ICT Global Development
- Information Systems Development
- IT/IS Acceptance Research
- Social networks
- UML and SysML

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

NTIE (Naukowe Towarzystwo Informatyki Ekonomicznej) – Polish Society for Business Informatics Research

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

PUBLICATIONS


EVENTS

The 9th SIGSAND/PLAS EuroSymposium 2016 (Gdansk, Poland, September 29, 2016)

ABOUT THE PERSON

- Head of Department of Business Informatics at the University of Gdansk
- Senior Editor of Information Systems Management Journal
- Editorial Review Board of Journal of Database Management
- Advisory Board of Information Systems Journal
- Editorial Board of Information Systems and e-Business Management
- President of PLAS
- General Chair of SIGSAND/PLAS EuroSymposium
- Steering Committee of BIR
- Honourable Ambassador of Polish Congresses

INSTITUTION

- Founded in 1967
- Researchers: 12 staff members

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swrycza@wzr.pl
skype: swrycza

KEY FACTS

- Founded in 1967
- Researchers: 12 staff members
- Domain of Polish Congresses
About the Institution

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 the 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 campi, and other main infrastructures, are situated in the cities of Braga and Guimarães.

UMinho was 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. The Department of Information Systems 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 has mobility agreements with a large set of partners from several countries and promotes the affiliation to networks whose thematic motivation might facilitate the exchange of students (e.g., ERCIS, IS-LINK, AIS Student Chapter® UMinho).

Events

UMINHO successfully organized in Guimarães the Dual EGOV 2016 and ePart 2016 conference – 15th IFIP Electronic Government (EGOV) and 8th Electronic Participation (ePart) Conference 2016, the working conference of the IFIP Working Group 8.5. The conference took place in Sept 5–8, 2016 (http://www.egov-conference.org/egov-2016). These conferences provide a successful forum for the presentation of research results obtained by academics and researchers who develop activity in the field of e-Government, e-Governance and related fields of study. The conference was organized in collaboration with the Operating Unit in Electronic Government of the United Nations University (UNU-EGOV http://egov.unu.edu/) hosted by UMINHO in a smaller campus in Guimarães, Campus de Couros.

UMINHO organized SaITE 2016 – Stakeholders and Information Technology in Education, an IFIP TC3 joint conference, in Guimarães (July 6–8, 2016).
The department has undergone a lot of changes in 2016. Professor Jim Corner and Associate Professor Chuda Basnet both retired at the end of 2016. In August, Dr Gohar Khan joined as a senior lecturer in Digital Business. Khan is an expert on social media analytics and has written a book on the topic: Seven Layers of Social Media Analytics: Mining Business Insights from Social Media Text, Actions, Networks, Hyperlinks, Apps, Search Engine, and Location Data.

RESEARCH TOPICS
Our research reflects the multidisciplinary nature of the department. Recent relevant research projects focus on:
- Gamification
- Health Informatics
- Social Media Analytics
- Beacons
- Mobile Commerce
- Supply Chain Management
- Knowledge Management

CURRENT RESEARCH PROJECTS
2016 has been a year of establishing new areas of research focus. Part of this has been due to changes in staffing, however the rapidly changing nature of information systems (of which we focus on “digital business”) has also played a role.

A number of new projects in the health domain have begun. This includes exploring the opportunities for gamification to improve patient engagement, medication adherence and healthy lifestyles. Research is underway to look at ways in which information visualization can improve the understanding of heart attack patients concerning the impact medication has on their recovery and health. Another project is looking at the role of e-referrals for speciality clinics, examining the impact medication has on their recovery and health. There is a project underway exploring the practicalities of Beacon technology and also the possible business applications of beacons. Part of this work was carried out by Honorary Professor Gottfried Vossen during his visit in February and March.

There is ongoing work applying social media analytics to a range of business- and social settings.

Finally, Associate Professor Stuart Dillon is working on a book project, led by Professor Gottfried Vossen that is intended to provide broad coverage of all the contemporary technologies and issues associated with the web of today.

PUBLICATIONS


Bahme, T; Williams, SJ; Childerhouse, P; Deakins, E; Tawill, D (2016), Causes, effects and mitigation of unreliable healthcare supplies, Production Planning and Control, 27, 4, 249–262.

Al Saifi, S; Dillon, S; McQueen, R (2016), The relationship between management support and knowledge sharing: An exploratory study of manufacturing firms, Knowledge and Process Management, 23, 2, 124–135.


Al Saifi, S; Dillon, S; McQueen, R (2016), The relationship between face to face social networks and knowledge sharing: An exploratory study of manufacturing firms, Journal of Knowledge Management, 20, 2, 308–326.

Dissertations
Mandal, Debashish: Social Media Adoption by Microbusinesses, 2015
Luo, Wen (Clark): Dynamics of supply chain relationships; a qualitative study of logistics triads, 2015

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stuart@waikato.ac.nz

KEY FACTS
INSTITUTION
- Founded in 1964
- The Department of Management Systems is one of seven departments in the Faculty of Management
- 2 full professors
- 3 associate professors
- 2 senior lecturers
- 1 lecturer
- 7 PhD students

RESEARCH TOPICS
- Gamification
- Health Informatics
- Social Media Analytics
- Beacons
- Mobile Commerce
- Supply Chain Management
- Knowledge Management
Establishing Modern Master-level Studies in Information Systems – MASTIS (2016-2018), which is sponsored by the Erasmus+ Program. The project is aimed at modernization and/or establishment of second cycle IS studies in 7 Ukrainian and 2 Montenegrin universities. The efforts are coordinated by the University Lyon 2 (France) and Simon Kuznets Kharkiv National University of Economics (Ukraine) and involve 7 other EU universities. In October, the Centre hosted a week-long working meeting aimed at specification of requirements for the study programs to be developed at partner universities.

Professional network of Master’s degrees in Informatics as a Second Competence – PROMIS (2013-2016, extended until June 2017). Financed by the Tempus Program and coordinated by the Grenoble Alpes University, this project is carried out by 5 European universities, 3 enterprises, and 10 beneficiary universities from five Central Asian countries. In 2016, in addition to other activities, 4 teachers of the Faculty of Informatics taught short courses at partner universities in Kazakhstan, Kyrgyzstan, and Turkmenistan.

Lithuania’s Membership in the International Research Infrastructure – CLARIN ERIC and national research infrastructures in Informatics in large international projects – Findings of second cycle IS studies in 7 Ukrainian universities.

Continued development of the national forestry IS infrastructure in cooperation with the Lithuanian state forestry institutions and companies. In 2016, the innovative Greenhouse Gas Accounting Module has been developed at the Centre of IS Design Technologies for the National Forest Agency.

Events
22nd International Conference on Information and Software Technologies, ICIST 2016, took place in the resort town of Druskininkai, Lithuania, on October 13-15. We will be looking forward to meeting you at ICIST 2017!

Publications

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Key Facts
- Founded in 1993
- Is part of the KTU Faculty of Informatics
- More than 20 researchers

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 and Databases Design was restructured into the Centre of Information Systems Design Technologies (headed by prof. R. Butleris). In 2014, the Centre has been expanded as part of the move to the newly established Integrated Science, Studies and Business Centre (Valley) “Santaka”. As of autumn 2016, the Department and Centre combined employed 24 researchers, teachers, 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 has developed first and second cycle study programmes titled “Information Systems” and “Information Systems Engineering” respectively. Since their establishment, admissions to both programmes have remained stable even though the overall number of students entering the universities in Lithuania has been declining steadily. In 2016, 35 students were accepted to the Bachelor study programme, and 20 to the Master’s. There were also 11 PhD students at the Department.

Research Topics
The KTU Department of Information Systems / Centre of IS Design Technologies specialize in areas related to Information Systems Engineering, namely:

- Model driven development, model-to-model transformations
- Computer aided software engineering (CASE) technologies
- Conceptual modelling and databases
- Modelling of business processes, business vocabularies, and business rules
- User needs analysis and requirements modelling
- Ontologies and solutions for the Semantic Web
- 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 2016:

- Knowledge-based systems
- Data mining and business intelligence
- Project management
- Modelling of business processes, business vocabularies, and business rules
- User needs analysis and requirements modelling
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- Information systems user interface and usability

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Key Facts
- Founded in 1993
- Is part of the KTU Faculty of Informatics
- More than 20 researchers
The Information Systems Department has 48 professors, 279 students on bachelor level, 121 on master level, 1 PhD student and 1 PostDoc. The department is an active member of IT Ukraine Association. At the Kharkiv IT cluster, 15 professors are Microsoft certified specialists. Microsoft IT Academy works since 2009, IBM Academic Centre “Smarter Commerce”, since 2012.

The Information Systems Department is a member of National Educational Administration, Information Systems and Computer Science, Publishing and Printing Business.

About the Institution

Simon Kuznets Kharkiv National University of Economics is the leading higher education institution of the Eastern Ukraine, which provides a full range of educational services, carrying out multistage training, retraining and upgrading experts’ skills in 15 specialties, such as Economics and Entrepreneurship, Management and Administration, Information Systems and Computer Science, Publishing and Printing Business.

The Information Systems Department has 48 professors, 279 students on bachelor level, 121 on master level, 1 PhD student and 1 PostDoc. The department is an active member of IT Ukraine Association. At the Kharkiv IT cluster, 15 professors are Microsoft certified specialists. Microsoft IT Academy works since 2009, IBM Academic Centre “Smarter Commerce”, since 2012.

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Knowledge base and artificial intelligence
- Innovative IT in higher education
- E- and distance learning

Current Research Projects
Horizon 2020 EQUAL-IST – Gender Equality Plans for Information Sciences and Technology Research Institutions. EQUAL-IST aims at introducing structural changes to enhance gender equality within Information Systems and Technology Research institutions, which have been demonstrated to be among the research sectors most affected by gender inequalities at all levels.

ERASMUS+ CBHE MASTIS – Establishing Modern Master-level Studies in Information Systems. The wider objective is to improve the Master Programme in Information Systems according to the needs of the modern society; to bring the universities closer to changes in global labour market and world education sphere; to enable them to stay responsive to employers’ needs; to give students an idea of various job profiles in the Information Systems domain; to ensure employability throughout graduates’ professional and soft skills.

ERASMUS+ CBHE FabLab – Development of a network infrastructure for youth innovation entrepreneurship support on fablab platforms. The wider objective is to develop an environment that stimulates engineering creativity, entrepreneurial activities and fosters youth employability via HILS-business-industry networking on fablab platforms. The wider objective is to develop an environment that stimulates engineering creativity, entrepreneurial activities and fosters youth employability via HILS-business-industry networking on fablab platforms.

Cryptographic means for information protection in banking systems. Developing differential game models of cyber-attacks processes in systems for bank information protection. Developing optimal strategies for information security in banking systems.

Modern simulation technology and designing of information systems and management objects. Computer imitational modelling of industrial and commercial systems.

AWARDS
Ukrainian Student team’s Programming Contest 2016 – 2nd place.

Conferences
VIII Annual International Conference IT Industry Development: Problems and Perspectives.

Dissertations
Minukhin S.V.: Models, methods, information technologies of job batch scheduling in distributed computing systems.

Publications


Minukhin S., Method of scheduling tasks packets with high intensity and selecting resources in distributed computing. Information processing systems. – 2015. – Vol. 4. – P. 38-44.


Contact Details

Prof. Iryna Zolotaryova
Member of the Ukrainian Higher Education Reform Experts Team, Head of Ukrainian-French Master Double Diploma Program MBA “Business Informatics” Information Systems Department
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Key Facts

Institution
- Founded in 1930
- 7,700 students and 650 staff
- 8 faculties, 35 departments
- Double Master Diploma Programmes with universities of France

IS Department
- 48 professors
- 1,600 bachelor’s & master’s students
The Department of Information Systems (IS) is one of four departments within the Faculty of Social Sciences at the University of Agder (UiA). With an academic staff of 16 permanent positions and 2 adjunct professors, this is one of the largest IS departments in Norway.

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

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

**Research Topics**

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

**Centre for Enterprise Systems (CENS)**

Established as a response to the increasing demand for graduates with enterprise systems skills, both from the IS and the business communities. The Centre has two main goals: 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.

**The Research Group on Design Research**

Focusses on how information technology affects, such as information systems and software solutions, are developed in and for organizations. Especially, the group views development of artefacts as an interaction between the processes of technical construction of artefacts and organizational implementation.

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

**Centre for eHealth and Health Care Technology**

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) aims at releasing the potential of powerful evolving technologies for integrated emergency preparedness and management. The Centre conducts research on networks, mobile devices, human-centered sensing, social media, sensemaking, visualization, decision support, collective intelligence and technology adoption.

**Current Research Projects**

**Implementation of welfare technology.**

Digital surveillance in municipalities and its impact on innovation of services and organization (2014–2017). Project funded by the The Research Council of Norway. The project consortium consists of University of Agder, University College of Southeast Norway, five municipalities and one business partner. The project aims at researching innovation in business processes and learning needs.

**Smart Mature Resilience (SMR)**

(2015–2018). Project funded through the Haz2o Secure Societies program. The project will develop and validate a European Resilience Management Guideline, using three pilot projects covering different security sectors in critical infrastructures, as well as climate change and social dynamics. The consortium involves University of Agder, Tecnun Universidad de Navarra, University of Strathclyde, Linköping University, ICLEI European Secretariat, and seven European pilot cities. More info on http://ciem.uia.no/project/smart-mature-resilience.

**TELMA (Telemedicine in Agerd)**

(2016–2019). Project funded by The Research Council of Norway. The project consortium consists of University of Agder, three municipalities and the regional hospital trust. The project aims at developing and implementing telemedicine for Chronic obstructive pulmonary disease (COPD), diabetes and congestional heart failure, and research the benefit realization from this.

**AWARDS**

The paper entitled “Design for social media engagement: Insights from elderly care assistance” was elected by the senior editors of the Journal of Strategic Information Systems as the 2015 Best Paper. The authors are Paolo Spagnololetti and Andrea Resca (both from UiUSS Guido Carli University) and Øystein Sarba (from University of Agder). See more information at: http://www.journals.elsevier.com/the-journal-of-strategic-information-systems/news/2015-best-paper-award

Mihoko Sakurai, postdoctoral researcher at the Department of Information Systems, won the Best Paper Award at HICSS 2016 for the paper titled “How do Organizational Processes Recover Following a Disaster? – A Capital Resiliency Model for Disaster Preparedness”, co-authored with Richard T. Watson and Jiro Kokuryo.

**Events**

The Centre for eGovernment hosted the 35th Scandinavian Workshop in E-Government (SWEW 2016) in Kristiansand on February 2–3, 2016 (see https://forvalting.wordpress.com/swew-2016)

The LIA Department of Information Systems hosted the 7th Annual ERCIS Workshop in Kristiansand on August 22–25, 2016, also including the third ERCIS Doctoral Consortium.

**Publications**


**Contact Details**

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**KEY FACTS**

- **Institution**
  - Founded in 1994 (full university status from 2007)
  - Approximately 12,000 students and 1,200 staff

- **Department of IS**
  - 20 researchers
  - Approximately 300 bachelor and master students in IS
  - 13 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
  - Mobile computing
  - Design research
  - E-health
  - Emergency management IS
Leiden University was founded in 1575 and is one of Europe’s leading international research universities. It has seven faculties in the arts, sciences and social sciences, spread over locations in Leiden and The Hague. The university has over 5,500 staff members and 25,800 students.

Praesidium Libertatis is the motto of Leiden University. This means Bastion of Freedom. The university has always stood for freedom of spirit, thought and speech as well as freedom in research and teaching. The university wants to create an environment in which academics and students have the opportunity to excel. We welcome all who wish to study or work here and achieve their full potential. The university has a responsibility to society and to future generations. This means providing excellent research and teaching that make the world a safer, healthier, more sustainable and prosperous place – at local, national and international level.

Leiden academics research the world around us and pass on their knowledge to future generations. Each with his or her individual expertise and personal fascination for a particular discipline, they are the public face of the university. Leading academics shape our fields of research and are given the scope and the resources to excel. Time and again they demonstrate their prominent position in world research and are an example to our students. The presence of these leading academics gives Leiden University a good position in international rankings and in personal scientific subsidies and prizes. Our academics feature strongly in the Spinoza Prizes, subsidies awarded by the European Research Council (ERC), Innovation Incentives from NWO and Academy Professorships at KNAW.

Leiden Institute of Advanced Computer Science

The Leiden Institute of Advanced Computer Science (LIACS) is for research and education in computer science carried out at Leiden University. It is our mission to improve the current computer science methods, systems and techniques. We explore new research areas that are relevant to society. LIACS exists since 1996 and employs about 170 people at the moment. Many of our employees work in companies or governmental organisations as well.

LIACS collaborates with many Dutch and foreign institutes and companies. We have formal affiliations with the national research schools Advanced School for Computing and Imaging (ASCI) and the Institute for Programming Research and Algorithmics (IPRa).

LIACS is furthermore one of the founding institutes of the Leiden Centre of Data Science (LCDS): a network of researchers from different scientific disciplines, who use innovative methods to deal with large amounts of data. Data Science, a quickly rising scientific discipline, forms the answer to this question.

Leiden Center for Data Science (LCDS)

The LCDS trains researchers to discover and analyze meaningful patterns in data, and to convert these into useful information. Big data is everywhere: a constantly increasing amount of data is being produced worldwide. How can we transform this ocean of data into a sea of knowledge? Again, Data Science forms the answer to this question. It trains researchers to discover and to analyze meaningful patterns in data, and to convert these into useful information. Methods from Data Science are important in order to maintain a competitive edge in research, not only in the field of Computer Science, but in all academic domains.

At the Leiden Centre of Data Science, we bring together researchers from a range of different scientific disciplines. LCDS serves as a knowledge hub for researchers who are interested in using innovative approaches and techniques for dealing with large amounts of data. We offer the expertise and facilities that are needed for this type of research.

We build bridges both within and outside academia. Many of our research partners are corporate and governmental organisations, such as BMW, the Netherlands Forensic Institute and UN Global Pulse. We highly value these collaborations, for our aim is to generate smart and innovative solutions to problems that are relevant in society.

The research is structured into 7 areas:

- Theory: Computer science has its roots in mathematics. That is why at LIACS, theoretical research is undertaken by a team of computer scientists and mathematicians. Our efforts are constantly focused on better understanding the fundamental characterisitics of specific mathematical problems.

- Data science: The majority of scientists, from archaeologists through to zoologists, collect huge volumes of data. Their massive databases contain large amounts of information which is difficult for humans to filter. With a solid grounding in statistics, we can develop the ideal algorithms for analyzing and identifying patterns in the big data from many different specialist fields, without the need for prior knowledge.

The Leiden Centre of Data Science was founded in 2014 as an initiative of the Faculty of Science at Leiden University. Its Board of Directors consists of Jaap van den Herik (professor of Computer Science and Law), Jacqueline Meulman (professor of Applied Statistics) and Joost Kok (professor of Computer Science).

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

http://liacs.leidenuniv.nl

Research Topics

The research at LIACS is broadly oriented. Computers are becoming ever more powerful and are taking on more complex tasks. The Leiden Institute of Advanced Computer Science (LIACS) contributes to revolutionary scientific research and applies the latest inventions in the field, offering answers to today’s questions of society.

Improve computer systems

With our research, we make computer systems faster and more efficient. Due to our improved algorithms and software, computers can compute faster and recognize patterns in large digital files at an earlier stage.

Applied and fundamental

We are keen to work on socially and industrially relevant questions. Behind the solutions for socially relevant questions, there are often deep theoretical discoveries, with a strong basis in statistics. In other words, we solve both fundamental and applied problems. This means that our research contributes to developments in every aspect of the field. It broadens our own conceptual world and that of other researchers.

The research is structured into 7 areas:

Thematic Bioinformatics

Bioinformatics: Biology and (bio) medical sciences offer numerous applications for computer science. We are pleased to work alongside biologists and medical scientists in identifying smart solutions for medical applications. New and in the future, computers will be decisive in fighting a whole raft of diseases.

Thematic Machine Learning

Machine learning: Computers are capable of formulating new algorithms on the basis of data they themselves have gathered. In other words, these computers can learn without having been pre-programmed by humans. They make predictions we never expected. At LIACS, we explore the possibilities offered by this revolutionary new generation of computers.

Thematic Media & Games

Media & games: New media and games are inextricably linked with the possibilities offered by computers in terms of virtual environments and interactive games. With better algorithms, we can increase the speed, enhance the reality and so improve the overall usability of these applications.

Thematic Computer Vision

Computer vision: In principle, the same way that young children are able to learn to recognize images, certain computers have a similar capability. On the basis of the characteristic aspects of a picture, a computer can tell us what the picture is showing. Further improving these techniques opens the way to a whole range of new applications. This is a field in which we are carrying out much research work.
A selection of current research projects

**ERC Advanced Grant HEPGAME (hepgame.org):** The goal of HEPGAME is to solve significantly larger problems in High Energy Physics. HEPGAME combines insights from theoretical physics with artificial intelligence (with Nikhef, Amsterdam).

**ICTU, a Dutch government organization that helps other government institutions in the realization of digital services, such as DigID, a software to open and close bridges.** Leiden University helps ICTU to make more use of this system in terms of quality improvement.

**PROMIMODC: Process mining for multi-objective online control – PROMIMODC aims at developing a generic platform to collect and integrate the data from the steel & automotive production process, model the process based the data, perform multi-objective decision making based on data-driven models.** (joint project: Tata Steel, BMW, KWI, and LIACS; funded by NWO)

**Excellent Buildings via Forefront MDQ, Lowest Energy Use, Optimal Spatial and Structural Performance:** In this project with the TU Eindhoven (The Netherlands), a multi-criterion and multi-disciplinary approach to building design is developed, that can be integrated in building information management (BIM) approaches (funded by STW, NL).

**DAMIOSO – Data Mining on High Volume Simulation Output:** The DAMIOSO project, funded by NWO and Honda Research Europe, focuses on developing algorithms and tools for data management, data mining and knowledge extraction from massive volumes of data, as generated by modern simulation tools.

**SAPPAO Dutch India Project: Data Mining and Many-Objective Optimization in Aviation Management** (Funding: NWO, Deity (India), General Electric Aviation (India))

And many more ...

**AWARDS**


**Smartest Project of the Netherlands 2016:** A research project by Developmental Psychology professor Carolien Rieffe and researchers of the Leiden Institute of Advanced Computer Science and University of Évora (Portugal) were awarded for their research on toddlers’ playground behavior.

**Best Paper Award at the 3rd International Workshop of the European Group for Intelligent Computing in Engineering (EG-ICE), June 2016, Krakow (Poland) (with TU Eindhoven, U Auckland) on data structures and formulations of design spaces for multidisciplinary building spatial designs.**

**EVENTS**


**Kick-off meeting of the Data Driven Drug Discovery Network on June 10, Leiden University in conjunction with the 13th LCDS Discovery Network on June 10, Leiden University.** Kick-off meeting: combining data science and drug discovery.

**SAMCO Lorentz Center Workshop (29 Feb – 24 March) on Surrogate-Assisted Multicriteria Optimization in Leiden:** This workshop focused on developing the foundations of multicriteria optimization assisted by machine learning techniques.

**PUBLICATIONS**

Five selected recent publications:


**DISSEMINATIONS**


insight regarding politics, administration has as the mission to gain knowledge and information strategy.

Important research topics of LIRIS are:

- Politics, citizens and policies: the understanding of the relationship between governments, citizens and policy practices.
- Administrative organization and HRM.
- Management of information, performance and finance: methods and approaches to manage, use and exchange information by governments in the policy, management and financial cycles.

A second important area is the area of business processes intelligence:


Business decision management (modeling, mining and implementing decision repre- sentations and business rules) is an area with a long tradition in FEB:


In close collaboration with a worldwide network of companies and fellow researchers, we study various research topics within the field of data science.

- Governance Institute focuses on three distinguishable but partly overlapping clusters within the public governance domain:
- Management of information,
- Politics, citizens and policies: the understanding of the relationship between governments, citizens and policy practices.
- Administrative organization and HRM.
- Management of information, performance and finance: methods and approaches to manage, use and exchange information by governments in the policy, management and financial cycles.

Current research projects of Public Governance Institute are:

- Learning from Innovation in Public Sector Environments (LIPSE) (FP7) (2013-2016).

LIRIS RESEARCH CHAIRS WITH INDUSTRY
The Business Information Systems group has a long tradition in industry-funded re- search chairs. Some current chairs:

- KBC Research Chair: A Data Quality Framework for Effective Risk Data Aggregation and Risk Reporting.
- Coca Cola Research Chair on Gaining Business Value out of Big Data and Predictive Analytics.
- Bpost Bank Research Chair on ACT: Actionable Customer Analytics.
- VDBL Research Chair on CARMA: CAReer Management Analytics.
- Ageas Research Chair on Insurance Analytics.

EDUCATION
Erasmus+: Higher Education Joint Master Degrees – Master of Science in Public Sec- tor Innovation and eGovernment together with Westfälische Wilhelms-Universität Munster – University of Munster and Tal- linn University of Technology.

AWARDS
Laurent Janssens, Jan Vanthienen and co-authors won the 10th International Rule Challenge Award at RULEML 2016 in Stony Brook University, NY.

Recent research projects of Public Governance Institute are:


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Erasmus+: Higher Education Joint Master Degrees – Master of Science in Public Sec- tor Innovation and eGovernment together with Westfälische Wilhelms-Universität Munster – University of Munster and Tal- linn University of Technology.

AWARDS
Laurent Janssens, Jan Vanthienen and co-authors won the 10th International Rule Challenge Award at RULEML 2016 in Stony Brook University, NY.

JOURNAL PUBLICATIONS


BOOK CHAPTER PUBLICATIONS


DISSERTATIONS
27-05-2016, Gayane Sedrakyan, “Process- oriented feedback perspectives based on feedback-enabled simulation and learning process data analytics”.

24-3-2016, Lies Van Cauter, “Government-To-Government Information System Failure in Flanders: An in-depth Study”.

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

ABOUT KU LEUVEN
Situated in Belgium, in the heart of West- ern Europe, KU Leuven has been a centre of learning for nearly six centuries. Today, it is Belgium’s largest university and one of the oldest and most renowned universi- ties in Europe. KU Leuven is a research-in- tensive, internationally oriented university. It counted 51,771 students as of October 2016, from approximately 150 countries.

LIRIS
The Leuven Institute for Research in In- formation Systems (LIRIS), founded in 1987, coordinates research in the area of information technology and management in organizations. The LIRIS Faculty cur- rently counts 7 professors, 3 postdocs and around 5 PhD researchers.

Important research topics of LIRIS are:

- 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.

CURRENT RESEARCH PROJECTS
Research projects within LIRIS are con- ducted in four major areas:
- Engineering information solutions, dealing with conceptual modeling, data quality and requirements management is a first impor- tant area. It allows creating innovative solu- tions, based on sound modeling principles and aligned with the business. Example:
- KBC Research Chair, A Data Quality Framework for Effective Risk Data Aggregation and Risk Reporting, 2015-2019.

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The main campus of Luleå University of Technology (LUTF) is located in Luleå, Sweden, on the northern coast of the Gulf of Bothnia. The university has campuses in Kiruna, Skellefteå, Piteå, and Filipstad. In 2016, the university had 1,800 employees and 15,000 students. Research is carried out in close cooperation with partners from industry such as Bosch, Ericsson, Scania, LKAB and SKF, with partners from the public sector and with other leading international universities. Externally funded research has a turnover of more than EUR 90 million per year.

Information Systems (IS) research at LUTF is defined by its inter-disciplinary research approach, which covers topics connected to the design and use of information technology in relation to people, organisations and societies. IS currently involves a faculty of 25 persons and ten active doctoral students. IS-related research is also conducted within other research subjects such as Industrial Marketing and Mobile, Pervasive Computing, Industrial Internet, e-Commerce, e-Government, and e-Health. Externally financed projects are also organised and supported by four research centres: Centre for Critical information security, and an on-line 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.

Sustainable Internet and Data Management regards data, information, and knowledge as valuable resources that need to be managed, cultivated, and utilised systematically throughout their 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.

The third biennial Luleå seminar on design-oriented research will be organized by IS and prof. Maung Sein and Tero Päivärinta in Autumn 2017. The topic for the seminar is design research and action design research. Previous mentors having participated in the seminar include Prof. Sandeep Purao, Prof. Matti Rossi and Prof. Oliver Muller.

Events


The Information Systems and data analytics groups cover a broad range of topics including digital strategy, big data, modelling and optimization, decision and cognitive sciences. The data analytics M.Sc. has continued to grow in popularity and now attracts 90 students per cohort. In addition, the shared degree with the faculty of Computer Science is also popular with around 50 students studying advanced computer science with management. The interdisciplinary nature of the teaching and research is a defining feature of the IS and computer science with management. The thematic research areas are policy formation; fraud, transportation, manufacturing; health sector; and marketing. Underpinning these sector themes are the integrating concepts of governance of big data, meta-level research, analytics algorithms, information management and systems integration. In January, it held a very successful conference in partnership with the Customer Management and Leadership Group (CMLG) headed up by Prof. John Murphy and in conjunction with the Centre for Service Management at Loughborough University, vide http://www.servsig.org/wordpress/2016/01/report-photos-of-big-data-workshop-in-manchester/. One of the projects to come out of the big data forum is headed by Prof. Jian-Bo Yang and is titled DART: Data-Driven Modelling and Inference to Transform Evidence-Based Decision Support. The big data forum is developing its objective to coordinate different groups within the University and liaising with industry around research into big data and business. The thematic research areas are policy formation; fraud, transportation, manufacturing; health sector; and marketing. Underpinning these sector themes are the integrating concepts of governance of big data, meta-level research, analytics algorithms, information management and systems integration. In January, it held a very successful conference in partnership with the Customer Management and Leadership Group (CMLG) headed up by Prof. John Murphy and in conjunction with the Centre for Service Management at Loughborough University, vide http://www.servsig.org/wordpress/2016/01/report-photos-of-big-data-workshop-in-manchester/. One of the projects to come out of the big data forum is headed by Prof. Jian-Bo Yang and is titled DART: Data-Driven Modelling and Inference to Transform Evidence-Based Decision Support. This is an exciting collaboration between researchers in decision analytics, strategy and its main objectives are:

- To advance data-driven modelling and inference theory to include class-based experiments and detailed micro-search behavior within individual websites. The price comparison research was published earlier this year in the Journal of IT and Tourism. The research is supported by the Fonds National de la Recherche, Luxembourg (784265).

A SAMPLE OF RECENT PUBLICATIONS

FROM THE UNIVERSITY OF MANCHESTER


RESEARCH COLLABORATION BETWEEN THE UNIVERSITIES OF MANCHESTER AND MÜNSTER

Professor Holland continues to work closely with Professor Stefan Klein and Julia Jacobs from the University of Münster into digital marketing and the online customer journey. The project is now entering its third year and has expanded beyond its initial focus on the use of online panel data to include class-based experiments and detailed micro-search behavior within individual websites. The price comparison research was published earlier this year in the Journal of IT and Tourism. The research is supported by the Fonds National de la Recherche, Luxembourg (784265).

Manchester Business School – Information Systems Research Group

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A SAMPLE OF RECENT PUBLICATIONS

FROM THE UNIVERSITY OF MANCHESTER

Faculty of Organizational Sciences covers complex dynamic management systems, including aspects from human resources, information systems, business processes and general management. The research area is focused on the implementation of new business model development, increasing effectiveness and efficiency of business and government organisations, ICT industries, universities and society as a whole. The majority of our research and development activities are carried out within the following research topics:

- Business Models
- Management of Information Systems
- Business Processes Management
- ERP Systems
- eCommerce
- Collaboration
- Social Media
- Cloud Computing
- Internet of Things
- Decision Support Systems
- Simulation Systems and Models
- Knowledge Management
- Organisational Learning
- Business Intelligence
- Data Mining
- Big Data
- Quality Management
- Asset Management
- Corporate Sustainability
- Open Innovation
- Living Labs

**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, P5-0059

Impact of management, organisational learning and knowledge management in modern organisations, Research programme, P5-0394-0586

**Bilateral projects:**
- Evolutionary and Bio-Inspired Algorithms Based Efficient Control of Cyber-physical Systems & Internet of Things, Bilateral project SI-RU
- Development of Wheelchair for Disabled Persons as a Speech Controlled CyberPhysical System, Bilateral project SI-MNE

**EVENTS**
- 29th Bled eConference Digital Economy
  June 19-22, 2016, Bled Slovenia
  http://BledConference.org
- 35th International Conference on Organizational Science Development
  March 16-18, 2016, Portorož, Slovenia
  http://fov.uni-mb.si/conference

**SELECTED PUBLICATIONS**


**DISSERTATIONS/HABILITATIONS**

Dissertations in progress:
- Marjeta Morob: Social CRM adoption and its influence on customer relationship performance – SMEs perspective – Supervisor: Prof. Dr. Mirjana Kljačić Borštar, Assistant professor
- Andreja Pucihar: Associate professor – Co-supervisor: Hans-Dieter Zimmermann, Associate professor
- Katarina Golč: Developing a model of health care management of the elderly in performance of daily activities in home environment – Supervisor: Zvonko Balončič, Professor – Co-supervisor: Anja Židaršič, Assistant professor
- Viktor Lovrencič: The impact of live working as a maintenance method for electrical installations – Supervisor: Borjan Gomšček, Professor
- Tomaž Janežič: Key factors in the design of effective and efficient organisational model of emergency medical services in Slovenia – Supervisor: Jurij Kovač, Professor – Co-supervisor: Ksenija Turk Bunc, Assistant professor
- Marjan Brežič: A Model of Quantitative and Qualitative Decision Knowledge Modelling Integration supervision – Uroš Rajkovič, Associate professor
- Marko Bohanec: Decreasing sales forecast error by leveraging machine learning techniques for B2B opportunity-based forecasting – Supervisor: Mirjana Kljačić Borštar, Assistant professor
- Anka Mohorček: The continuous improvement of model of health care quality indicators with feedback information from e-complaints system – Supervisor: Robert Leskovar, Professor

ABOUT THE INSTITUTION

The Faculty of Organizational Sciences is a founding member of the University of Maribor. It has been involved in research and education about the organisational and informational sciences for more than 50 years. Today it provides Bologna programs of Information Systems, Human Resource and Educational Systems, Business and Work Systems. During this period, the Faculty has taught a large number of graduates who have pursued employment in the manufacturing and service industries as well as governmental and educational institutions. The research area of the Faculty of Organizational Sciences covers complex dynamic management systems, including the exchange of higher education professors, participation in various research projects, and student exchange.

RESEARCH TOPICS

The 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 the implementation of newest ICT and their impact on new business model development, increasing effectiveness and efficiency of business and government organisations, ICT industries, universities and society as a whole. The University of Maribor – Faculty of Organizational Sciences

University of Maribor – Faculty of Organizational Sciences

Univerza v Mariboru – Fakulteta za organizacijske vedike

University of Maribor – Faculty of Organizational Sciences

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KEY FACTS

Institution:
- Employees: 65
- Students: 571

BLED eCONFERENCE

UNI BIZ TECH GOV
Search at our faculty that is performed by our researchers and students. This leads to a groundbreaking reformation to support HSE's drive to international standards. Our newly-adopted structural reforms support HSE's drive to international standards. With the best international teaching and research practices, HSE offers outstanding educational programmes from secondary school to doctoral studies, with top departments and research centers in a number of international fields. The HSE has 4 campuses, 2,500 faculty members, 25,000 students and 35,000 alumni. Founded in 2002, the HSE's School of Business Informatics was created with the active participation of leading Russian and multi-national companies and is a pioneer in the new educational discipline of Business Informatics, which combines information technology (IT), informatics and management concepts. The faculty aims to attract talented and motivated young people to form Russia's future entrepreneurial and administrative 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
- BPM
- IT outsourcing
- E-Business. Smart Commerce. Web 3.0
- Semantic technologies

**Research Projects**
- **BPM for Domodedovo Airport**
  - Improving business process management at one of the largest airports in Russia.
- **BPM at the Russian Post**
  - The project has already significantly improved the process efficiency.
- **World IT project**
  - The project's main research idea is to understand the major IS issues in the world in the context of their unique cultural, economic, political, religious and societal environments.

**Awards**
- Students from the School of Business Informatics won the largest Russian Hackathon together with one of the largest Russian mobile telecommunications providers – Vimpelcom.
- Students from School of Business Informatics won SAP Innovum for a banking application that was developed with the support of a Russian bank (Sberbank).

**Events**
- Lecturers from the School of Business Informatics participated in the Winter school for University professors of SAP CIS, Moscow, Russia, February 2016.
- Lecturers from School of Business Informatics participated at the ME310 EXPO at Stanford & SAP University Alliances Innovation Day, USA, May-June 2016.
- https://bi.hse.ru/announcements/178226423.html
- Annual meeting and a workshop of SIG on Big Data Application organized by the Special Interest Group (SIG) on Big Data Analytics within the International Conference on Information Systems (ICIS 2016), Dublin, Ireland, December 2016.
- https://bm.hse.ru/bigdataapplication/
- Workshop on Quality online content for empowerment at the Internet Governance Forum (United Nations) 2016, Guadalajara, Mexico, December 2016.

**Selected Publications**
- Dr. Dr. Victor Taratoukhine, Dr. Yury Kupriyanov of School of Business Informatics of HSE, Moscow and Anastasia Baryshnikov, MSc Student of N.Novgorod, branch co-authored Prof. Dr. hc. hc. Dr. hc. Jörg Becker, Prof. hc. (HSE-NRU) in the paper Digital Business Framework: Shaping Engineering Education for the Next-Gen in the Era of Digital Economy for 2016 American Society for Engineering Education Annual Conference & Exposition in New Orleans, LA.

**Contact Details**
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**Key Facts**

**Institution – School of Business Informatics:**
- 5 educational programs
- 4 double-degree programs
- 870 students
- 260 graduate students
- 5 core departments
- 8 industrial departments
The Center for Business Process Innovation (CEBPI) studies the interplay between business processes and the organization. Under the direction of Prof. Michael zur Muehlen, the Center’s research activities have been organized around several key issues. 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 is also being conducted in the area of enterprise architecture, which contains 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 at the CEBPI are also interested in understanding the dynamics of digitalized design processes and the impact of digital technology on business process innovation.

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

The Center for Decision Technologies (CDT), directed by Prof. Jeffrey Nickerson, performs funded research on topics related to decision making, combining perspectives from information systems, management science, organization science, cognitive science, social network analysis, and other computational sciences.

The Center focuses on bringing needed techniques to several areas. In the area of crowdsourcing and collective intelligence, it is now possible to quickly mobilize a crowd in minutes to address large-scale social problems. One example is ongoing research related to the open source sharing of designs for use with 3D printers. Researchers at the CDT are interested in the role that crowds can play in sustainability—finding local solutions to energy needs that fulfill communities’ objectives. In the area of social networks and Big Data, research at the Center focuses on the intersection of transportation and communication networks. In many recent large-scale natural disasters, social media infrastructure has proven more resilient than traditional news outlets. At the same time, rumors propagate, and inaccurate ones impede rescue and recovery, which has led to a research interest in designing social media processes that will be useful during emergencies. The Center received funding in excess of $4 million during the last 4 years, from the National Science Foundation and other sources.

Resent research at the CEBPI aims to understand the skills, positions, and organization structures of change management professionals in industries under different regulatory intensities. Additional research projects focus on the opportunities of digital technologies such as Robotic Process Automation, Cognitive Computing, and Blockchain on the design of business processes, and the changing skills of workforces to survive in the age of smart business processes.

SELECTED PUBLICATIONS


Dissertations/Habitations
Hans Kyrkou: Collective Innovation: Novelty, Reuse and their Interplay
The research of the Faculty IMCS focuses on modern enterprise organization, enterprise architecture, business mathematical and computer modelling. 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 IMCS. In 2014 the Department of Fundamental Mathematics was opened.

CURRENT RESEARCH PROJECTS
Knowledge technologies for improving multi-modal logistics operations in seaports
The project team performs an analysis of business-processes and information technologies in the framework of modern port logistics operations. The goal of the project is to develop high-level models of adaptive business processes and distributed software implementations using multi-agent technologies. The project is conducted in co-operation with INSA-Rouen (France).

Russian Foundation for Human Research grant “Application of robust statistical methods to network structures of stock market”
The grant RFFI 16-06-00144_A (2016-2018) “Development and research of online II discussion’s models based on the political news discussing”.
This research project aims at developing new scientific knowledge about communication processes, which emerge during internet discussions. Main results of the research will include analytical and simulation models of “online” internet political discussions. These models will map categorical matrices and conceptual models detected in the discussion texts to the multi-dimensional space of agents’ opinions.

AWARDS
The leading researcher of LATNA Dmitry Malyshvev was awarded the medal of the Russian Academy of Sciences in the field of mathematics for the series of works “Critical hereditary graph classes”.
Junior Research Fellow of LATNA Alexander Ponomarenko has been awarded a scholarship of the President of the Russian Federation and got the IBM PhD Fellowship.

Professor Eduard Babkin has been nominated a position of Tenure HSE Professor.

EVENTS
The 6th International Conference on Network Analysis, May 26–28, 2016
The purpose of this conference is to bring together scientists and engineers from industry, government, and universities to exchange knowledge and results in a broad range of topics relevant to the theory and practice of network analysis. Topics of the Conference also include algorithms on graphs. networks, discrete optimization and applications.

Workshop “Organizations Engineering Days”, September 7–9, 2016
The Summer School on Operational Research and Applications, May 22–26, 2016

The purpose of this conference is to bring together scientists and engineers from industry, government, and universities to exchange knowledge and results in a broad range of topics relevant to the theory and practice of network analysis. Topics of the Conference also include algorithms on graphs. networks, discrete optimization and applications.

The Target groups of the school are students and young researchers interested in modern trends in data analytics, including big data processing and new machine learning and data mining techniques.

SELECTED PUBLICATIONS
Kalyagin V.A., Koldanov A.P., Koldanov P.A.
Robust identification in random variables networks. Journal of Statistical Planning and Inference, on line first, http://dx.doi.org/10.1016/j.jspi.2016.08.008

Koldanov P.A., Kalyagin V.A., Boutin G.A.


DISSEMINATIONS/HABILITATIONS
Savchenko Andrey, defense of the doctoral thesis “Methods of classification of audio-visual information based on segment by segmentation analysis of homogeneity”

University of Muenster, Prof. Committee for defense of Mrs. M. Neumann “Application of usability methods to the development of a business process modeling tool” – Prof. Eduard Babkin
The Department of Software Engineering is focused on research and teaching in the areas of database systems, semantic web, many-core GPUs and GPGPU computing, utilization of emerging parallel architectures (Intel MIC, Parallel/SiPhy), distributed computing on tightly coupled clusters, parallel data processing, concurrency in database systems, and 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: 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, Adaptive virtual screening, Using metric indexes for efficient content-based multimedia exploration, Efficient Exploration of Linked Data Cloud.

PUBLICATIONS

Parallel Architectures/Algorithms/ Applications Research Group (PARG)
http://www.ksi.mff.cuni.cz/parg/
The Parallel Architectures/Algorithms/Applications Research Group focuses on multicore CPUs and NUMA servers programming, many-core GPUs and GPGPU computing, utilization of emerging parallel architectures (Intel MIC, Parallel/SiPhy), distributed computing on tightly coupled clusters, parallel data processing, concurrency in database systems, and languages (and compilers) for parallel processing.


Dissertations
Ladislav Pelinka: Recommender systems – models, methods, experiments, 2016
Juraj Moško: Exploration of Multimedia Collections, 2016

EVENTS

Key Facts
- 17 PhD students
- 3 lecturers
- 2 full professors
- 3 assistant professors
- 2 researchers
- Faculty founded in 1952.
- University founded in 1348.
- Department founded in 1993.
- Parallel Architectures/Algorithms/Applications Research Group (PARG)
- The Parallel Architectures/Algorithms/Applications Research Group focuses on multicore CPUs and NUMA servers programming, many-core GPUs and GPGPU computing, utilization of emerging parallel architectures (Intel MIC, Parallel/SiPhy), distributed computing on tightly coupled clusters, parallel data processing, concurrency in database systems, and languages (and compilers) for parallel processing.

About the Institute
The natural sciences have been a part of the research teaching at the Charles University since its founding in 1348.

The Faculty of Mathematics and Physics has been created by separating a part of the Faculty of Natural Sciences on 1 September 1952. Now, it comprises three schools: 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. Many graduates 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 KEtrieval Research Group (SiRel)
  http://www.csms.mff.cuni.cz/sirel/
The Similarity Retrieval Research Group (SiRel) 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. In general, it deals with database methods for efficient and effective similarity search in databases of complex unstructured objects.

- XML and Web Engineering Research Group (XRG)
  http://www.ksi.mff.cuni.cz/xrg/
The XML and Web Engineering Research Group (XRG) focuses on XML and Web technologies and their exploitation, service-oriented architectures (design, implementation, management), evolution, change management and adaptability of applications, efficient processing of web data (XML, RDF, linked data), ontologies, Web 2.0, and semantic web services. Recently, the Big data andLinked data research is currently at the forefront of the group.

- Parallel Architectures/Algorithms/Applications Research Group (PARG)
  http://www.ksi.mff.cuni.cz/parg/
The Parallel Architectures/Algorithms/Applications Research Group focuses on multicore CPUs and NUMA servers programming, many-core GPUs and GPGPU computing, utilization of emerging parallel architectures (Intel MIC, Parallel/SiPhy), distributed computing on tightly coupled clusters, parallel data processing, concurrency in database systems, and languages (and compilers) for parallel processing.


Dissertations
Ladislav Pelinka: Recommender systems – models, methods, experiments, 2016
Juraj Moško: Exploration of Multimedia Collections, 2016

Events
LUISS GUIDO CARLI UNIVERSITY – RESEARCH CENTER ON INFORMATION SYSTEMS

ABOUT THE INSTITUTION

Founded in 1966, LUISS is a private Italian university specialised in the social sciences and strongly committed to conduct academic research and educate talented individuals. The affiliation with Confindustria offers unique research opportunities for LUISS researchers and business practitioners as well as provides LUISS students with solid career opportunities. Located in the heart of Rome, the eternal city, LUISS holds partnering relationships for training as well as research purposes with universities around the globe. LUISS is composed of four departments and four schools covering the areas of economics and finance, management, law, and political science.

In October 2015, the Business School and the Department of Business and Management received the prestigious EQUIS international accreditation for all programmes delivered from the BA to the PhD.

The faculty is actively engaged in both theoretical and applied research in a variety of areas of business and management, including information systems (IS). Since 1998, LUISS researchers have achieved international standing in IS education – in-ternational co-workers and scholars from more than 150 partners institutions around the globe. LUISS is composed of four departments and four schools covering the areas of economics and finance, management, law, and political science.

LUISS holds visiting professors and scholars from more than 50 partners universities for seminars. Amongst others, the following guests have interacted with the LUISS IS group: John Baptista (U. of Warwick), Panos Constantinides (U. of Warwick), Antonios Kanadakis (Queen Mary U. of London), Ole Hanseth (U. Oslo), Gwanhoo Lee (American U.), Gerardo Pa-trioti (U. Nottingham), Mariel Pauzezon (U. of Montreal), Øystein Saeba (University Agder), Jan van den Ende (Erasmus U.), Robert Winter (U. St. Gallen). Members of the LUISS IS group joined the following foreign universities as visiting scholars in 2016: the University of Agder (NO), the Uni-versity of Oslo (NO), Paris Dauphine (FR) and the University of Warwick (UK).

In 2016, LUISS hosted visiting professors and scholars from more than 50 partners universities for seminars. Amongst others, the following guests have interacted with the LUISS IS group: John Baptista (U. of Warwick), Panos Constantinides (U. of Warwick), Antonios Kanadakis (Queen Mary U. of London), Ole Hanseth (U. Oslo), Gwanhoo Lee (American U.), Gerardo Pa-trioti (U. Nottingham), Mariel Pauzezon (U. of Montreal), Øystein Saeba (University Agder), Jan van den Ende (Erasmus U.), Robert Winter (U. St. Gallen). Members of the LUISS IS group joined the following foreign universities as visiting scholars in 2016: the University of Agder (NO), the Uni-versity of Oslo (NO), Paris Dauphine (FR) and the University of Warwick (UK).

CURRENT RESEARCH PROJECTS

The research on IS at LUISS is done in conjunction with project activities, in which members of the IS group iteratively design and evaluate sociotechnical interventions. A multidisciplinary team of IS and organization scholars with backgrounds in computer science, engineering, economics, management, cognitive and political sciences collaborate in both project and research activities by combining a multiplicity of methods for planning interventions and analysing phenomena from different perspectives. This approach allows to address relevant problems and to engage in national and international cooperations with other universities and research institutions.

IS research at 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, FinTech and the deep web.

RESEARCH TOPICS

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Carillo K., Scornavacca E. and Za S. (2016) “Help and assistance” by Paolo Spagnoletti, Andrea Resca and Øystein Saeba was awarded as the 2015 Best JSIS Paper.

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CONTACT DETAILS

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KEY FACTS

INSTITUTION

- One of the most relevant IS research institutions in Italy
- Connected with the Organization and Innovation group and the Digital Skills Lab at LUISS
- 8 research fellows
- Numerous external national and international co-workers

RESEARCH TOPICS

- Digital platforms
- Digital transformation
- IT governance
The Institute of Information Management of the University of St. Gallen (IWI-HSG), founded in 1989, pursues a mixed funding approach from both public and private sources. Privately funded research at IWI-HSG is usually organized in the form of research consortia (“competence centers”), CC. In addition to its research activities, IWI-HSG is engaged in executive education, offering degree and non-degree programs in Business Engineering, IT Business Management, Banking Operations, and Smart Sourcing. The overall focus is on Business Innovation through engineered artifacts, such as methods or reference models, or through innovative prototypes.

IWI-HSG is comprised of five research groups, each headed by a full professor (as of fall 2016): Andrea Back, Walter Brenner, Reinhard Jung, Jan Marco Leimeister, and Robert Winter. Seven assistant professors, approx. 37 employed research assistants (PhD students), approx. 10 support staff contribute to IWI-HSG’s mission.

SELECTED RESEARCH PROJECTS

Crowdsourcing: The research goals of CC Crowdsourcing include the development of models and instruments for the systematic design, introduction as well as 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 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. Further information: http://dthsg.com/

Dynamics of Institutional Mechanisms in Enterprise-wide Information Systems Architecture: This research project, funded by the Swiss National Science Foundation (SNSF), aims at a distinctive theorization of enterprise-wide IS architectures that go beyond the existing, merely centralized approaches to enterprise architecture management (EAM). Further information: http://p3.snr.ch/project-165607

Independent Living: The 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

Mobile Business: The CC Mobile Business is focused on the use, application, and management of mobile technologies in organizations. It particularly aims at investigating the innovative design of work processes and corporate services with mobile technologies and “Connected Things”. Further information: https://syback.iwi.unisg.ch/kompetenz/ cc-mobile-business/

Project Leadership: The CC Key focuses on improving the leadership of large IT projects together with companies from different industries. The 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: The 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

Value Co-creation Language: The research project value co-creation language, funded by the Swiss National Science Foundation (SNSF), seeks to develop a reference modelling language. The main focus is on facilitating the understanding of value co-creation across different disciplines and on illustrating the implications of service-dominant logic for the development of a new generation of information systems. Further information: http://pj3.snr.ch/project-162404

PUBLICATIONS

The following list is a very limited extract of the IWI-HSG publication list in 2016. A complete list of publications, as well as full texts of many papers, is available at: http://www.iwi.unisg.ch/publikationen


EVENTS

In November 2015, the 43rd edition of the St. Gallen Amenderforum took place, focusing on project leadership. Other one- or two-day practitioner events, organized by IWI-HSG, are the Business Engineering Forum, the DW Conference, and the Mobile Business Forum. Upcoming in February 2017 is the 13th International Conference on Wirtschaftsinformatik (WI 2017) in St. Gallen.

CONTACT DETAILS

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KEY FACTS

INSTITUTION
- Founded in 1989
- 5 chairs
- Approx. 60 Researchers
- Executive Education Degree Programs: Executive Master in Business Engineering, Diploma in IT Business Management

RESEARCH TOPICS
- Crowdsourcing
- Design Thinking
- Dynamics of Institutional Mechanisms in Enterprise-wide Information Systems Architecture
- Independent Living
- Mobile Business
- Project Leadership
- Sourcing in Financial Services
- Value Co-creation Language

ABOUT THE INSTITUTION

The Institute of Information Management of the University of St. Gallen (IWI-HSG), founded in 1989, pursues a mixed funding approach from both public and private sources. Privately funded research at IWI-HSG is usually organized in the form of research consortia (“competence centers”), CC. In addition to its research activities, IWI-HSG is engaged in executive education, offering degree and non-degree programs in Business Engineering, IT Business Management, Banking Operations, and Smart Sourcing. The overall focus is on Business Innovation through engineered artifacts, such as methods or reference models, or through innovative prototypes.
ABOUT THE INSTITUTION
The roots of the Institute of Information Systems Science were established in 1971. Nowadays the institute is a part of the Department of Management and Entrepreneurship at the University of Turku. The mission of the Institute is to educate professionals who master both general management as well as Information Systems skills. 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.

RESEARCH TOPICS
Information System Science completes the sphere of Information Sciences at the University of Turku by contributing to the more technically natural science-oriented work at the Department of Information Technology. Research covers widely the topic spectrum of Information Systems Science, with a gravity point in information and network management in information economy. Topics such as management of information resources, health care informatics and network-based services (e-services) – including social media – be long to the core areas of research, as well as topics on work informatics, ICT ethics, usability issues, and management of ICT in small and medium-sized businesses.

CURRENT RESEARCH PROJECTS
The Institute 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 decision making, management of waste flows, ethical issues within IT, Digital Divide, networks and business models and hospitality management.

EVENTS
In 2016 the University of Turku continued hosting the Kilpisjärvi Information Systems Seminar. The 6th edition of the biannual conference series Well-being in the Information Society (WS 2016) was held in Tampere 16–18.9.2016.

PUBLICATIONS

DISSERTATIONS
Jari Lehtonen: Datenherrschaft – An ethically justified solution to the problem of ownership of patient information.
Jari Lehtonen: Tietohallinnon haastat kasvavassa ja kehittyvässä toimintaympäristössä – Toimintatutkimus suomalaisten PK-yritysten kasvusta globalaikaisiin tilojiksi
Tingling Lin: Deviations of governance in IT multi-sourcing – A case study
Olli Sjöblom: Data mining in promoting flight safety
Jussi Nissilä: Promoting scalability and sustainability of ICT projects using open source software

INSTITUTION AT A GLANCE
The University of Turku is a multidisciplinary scientific university located on the South west coast of Finland, in the vibrant student city of Turku. With over 23,000 students and 3,900 employees, the University of Turku is one of the largest universities in Finland. The Institute for Information Systems has three full professors and a total staff of about 25 and approximately 20 active doctoral level students. The yearly admission for students to the bachelor level, having information systems science as their major subject, is around 25 of the annual admission of 250 of the whole Business School. In addition, yearly there are approximately 40 master level students in the two international master’s programs of the Institute: Global Information Systems Management and International Master in Management of Information Technology. Information systems is a popular minor for students of many areas of economics, business administration as well as computer science.

The focus of the research activities within the institute lies within understanding the utilisation of information and communication technology in enterprises and other organisations. The research conducted within the institute covers most of the key areas of information systems. The research activities can be classified into four themes:
- Management of Information Systems and Business Information Systems
- Networks and Business Models
- Work Informatics
- Healthcare Information Systems

In terms of research methods used, the institute has a track-record and long traditions of conducting action research, going back to the 1990s. Today, the competence of the faculty members covers the whole methodological spectrum from qualitative to quantitative research.

Despite being in a business school, the institute also runs a rich research tradition on public sector and third sector organisations. E-health is a good example of this, where the role of public service cannot be forgotten. Research is done from the viewpoint of different organisational stakeholders: organisation’s top management, information systems management, as well as individuals such as customers or workers. Recent developments put emphasis on the management and organisational aspects of data security and privacy, as well as IT governance issues.
This project is a collaboration among KAI-ST, UNIST, Guangxi University, and Georgia Institute of Technology. Conducting experiments to understand and model a complex process or system is usually costly and time-consuming due to multistages, multivariate, and multidisciplinary issues involved in the complex process. To reduce the complexity, this project has proposed a method for building a holistic model of a complex process using multiple partial models that are learned from multiple sub-experiments that focus on different variables or the same variables but with different variable ranges. Using the proposed holistic model, it should be possible to provide an initial understanding of the complex process involving all variables. The effectiveness of the proposed method is demonstrated using a real example from a buckypaper process. Through cooperation, it is expected that experiments for a multivariable system can be substituted by a couple of experiments of less factors, which reduces the complexity and cost of experiments.

**EVENTS**

6th International Trading Conference, October 25, 2016


2016 UNIST Big Data Symposium, April 28, 2016

**SELECTED PUBLICATIONS**


The Institute of Information Systems at the University of Liechtenstein (uni.li/iwi) was founded in the early 1990s and has been continuously growing since then. It is represented by the Hilti Chair of Business Process Management, directed by Prof. Dr. Johannes vom Brocke. Members of the institute have published in leading IS journals, including MIS Quarterly, Journal of the AIS, Journal of Information Technology - the use of game-design principles associated with the presentation of choices in online contexts (referred to as “choice architecture”). The goal of the project is to test design modifications of online forms – for example, setting defaults on rating scales of reviews – to reduce common sources of biases (such as availability or anchoring and adjustment).

Process management takes an innovation-driven and value-oriented perspective on process management and identifies and evaluates the business potential of modern information and communication technology in process management.

Green IS and sustainable development research investigates how information and communication technology can help reduce the human impact on the natural environment and increase social well-being.

Enterprise content management research designs and evaluates methods and models that can help companies to develop corporate content-management strategies.

Big data analytics explores methods, particularly, text-mining algorithms and sentiment analyses, that can help make the unprecedented availability of large amounts of data useful for private and public organisations, and for society at large.

The institute represents the Association for Information Systems (AIS) in Liechtenstein through the Liechtenstein Chapter of the AIS (LAfIS).

RESEARCH TOPOICS

Our research focuses on the transformative power of digital technologies and their social, economic, and environmental impacts. In particular, our research focuses on the following areas:

- Game-based Skill Assessment and Development
- Process management
- Green IS and sustainable development
- Enterprise content management
- Big data analytics

AWARDS

Best Paper Award at ICIS
Sanja Tumbas, Prof. Dr. Stefan Seidel, and Prof. Dr. Jan vom Brocke (University of Liechtenstein) together with Prof. Dr. Nicholas Be- rente (University of Georgia, USA) won the Best Paper Award at ICIS 2015 in Texas for their paper “The ‘Digital Façade’ of Rapidly Growing Entrepreneurial Organisations”.

Emerald Literati Network Award for Excellence
Emerald Group Publishing selected “Emo- tions and ERP Information Sourcing: The Moderating Role of Expertise written by Pierre-Majorique Léger (HEC Montréal), René Riedi (Johannes Kepler University Linz) and Jan vom Brocke (University of Liechtenstein) as highly recommended paper in the journal Industrial Management & Data Systems.

Liechtenstein IS Students win international Accenture Campus Challenge
Students of the Master’s program in Information Systems have won the international final of the Accenture Campus Innovation Challenge 2016 with their project “Smart Waste Management”.

Liechtenstein Young Research Awards
Three IS researchers of the University of Liechtenstein received the Liechtenstein Young Research Award 2016. Dr Nadine Székely for her dissertation, Dr. Markus Weinmann for a publication, and Sarah Zelt for a project work.

PUBLICATIONS


DISSERTATIONS/HABILITATIONS

PhD graduations with summa cum laude
Stefan Debortoli. “Big Data Analytics as a Strategy of Inquiry in Information Systems Research”.

Nadine Székely. “The Role of Information Systems in Environmental Sustainability Transformations”.

CONTACT DETAILS

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KEY FACTS

INSTITUTION
- Founded in 1991
- 30 researchers

RESEARCH TOPICS
- Process Management
- Sustainably Digital
- Big Data Analytics
- Enterprise Resource Planning
- Culture Assessment
- Digital Nudging
The PROPEL project, a one year pre-study funded by FFG to investigate the potential of Enterprise Linked Data in Austria, is coming to an end in November 2016, with new insights and plans to file a follow-up proposal beginning of next year. The project resulted in an invited talk by Prof. Axel Polleres at KESW 2016 in Prague in September, and a workshop on “Linked Startups” at ISWC2016 in Kobe, Japan.

The Institute for Information Business is happy to announce two awards received this year:
- Sebastian Neumaier’s Diploma thesis at TU Vienna, which was co-supervised by Axel Polleres and Jürgen Umbrich, won the prestigious Austrian OCG-Förderpreis for outstanding master theses in the area of Computer Science.

Best Conference Paper Award during the 2016 International Conference on Information Resources Management in Cape Town (South Africa) awarded to Edward Bernroider (together with co-authors G. Harinath and S. Kamel) for the contribution titled “A Comparative Analysis of Social Media Platforms and the Effects of the Internet Cut-Off for Egypt’s Social Transformation Movements”.

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This year there is a novelty related to possibilities to become or be a member of the ERCIS network.

Apart from associated partner institutions, advisory board members, and competence centers, the ERCIS network occasionally also welcomes personal members. Those dedicated researchers are experts in their field of research and have strong personal connections within the network.

To receive a membership of a personal member, you should already have worked with partners from the network in the context of research projects, joint courses, or publications. Furthermore, you should plan or already have your career in the academic world, beyond your PhD studies. Finally, a recommendation from someone inside the network might strengthen your motivation to become a personal member.

The new personal members who signed their official Certificate of Membership during the ERCIS Annual Workshop in Kristianstad are introduced on the next pages.

Welcome to our new members!

Personal Members

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The new personal members who signed their official Certificate of Membership during the ERCIS Annual Workshop in Kristianstad are introduced on the next pages.

Welcome to our new members!
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 Customising, 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 analyse conceptual models in order to support their business tasks. Hence, the Competence Center for 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:

**CONCEPTUAL MODELING**

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). This year, we developed a new version of the latter including extended analysis capabilities.

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 applied the novel process mining approach we developed last year to different business domains. Besides classic examination areas such as process compliance, we also applied the approach in the areas of Computer Supported Cooperative Work (CSCW) and Internet of Things (IoT). In particular, we examined user behavior in collaboration software and behavior of skiers in large ski areas to support ski resort extension and capacity planning.

**Standardisation:** In 2016, we continued the founded research project on EPC standardisation 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).

**Bundesministerium für Wirtschaft und Energie**

We are happy that we could publish our research results in renowned, high-ranked journals (such as ISF and MISQ).
Crisis Management

The Competence Center for Crisis Management (C3M) integrates research efforts of the ERCIS network in the domain of crisis management and humanitarian logistics. Our main objective is to identify relevant challenges in practitioner realities and to design appropriate socio-technical solutions. C3M examines the role of Information and Communication Technologies (ICT) concerning logistics and supply chain management in this outstanding domain. C3M integrates a collaborating network of different practitioner and research groups from the crisis management and humanitarian logistics domains. C3M concentrates on six research topics with the application domain, starting at visualisation to coordination of humanitarian relief chains.

Research Fields of the C3M

News from Projects and Other Activities

Within the FP7 project DRIVER (DRiving Innovation in Crisis Management for European Resilience, EC FP7, www.driver-project.eu), C3M contributed in two major experiments. In March, we have executed a rather big logistics simulation experiment together with the German Aerospace Centre at the facilities of the Federal Agency for Technical Relief. In April, we contributed to an experiment on interaction with citizens at the Safety Region of The Hague with more than 200 participants. We made very insightful experiences and gathered valuable feedback. First results were presented at three conferences within and outside Europe.

In the last year of the EU-funded Marie Curie Initial Training Network "NITIMesr" (EC FP7, www.nitim.eu), two new fellows joined us: Robin Mays from the University of Washington and Roberto Rocha from the University of São Paulo. We have organised and participated in a couple of events and projects, including a joint project seminar with the Human Centered Design and Engineering Department and the Global Disaster Preparedness Center of the Red Cross, as well as several guest lectures or the visit of the medical service of the Red Cross at the Four Day Marches of Nijmegen. One of the highlights was the first ERCIS after-work panel discussion on humanitarian information systems, which has also shown the strong interest of ERCIS students in the C3M research activities. With the NITIM Winter School in September in The Hague, "NITIMesr" came to an end. However, the feedback of both the faculty and the students was very positive and we are looking forward for further collaborations. One of the last "official" C3M duties was to organize an employment event for which we were very pleased to attract recognised experts in the crisis management domain, for example coaches and speakers from the NITIM early stage researchers.

Part of the C3M team employment event at the NITIM Winter School 2016 in The Hague

Besides those project-driven activities, C3M was involved in a plenty of other exciting activities. We have moderated the Crisis Management Session at Symposium Oeconomicum in Münster and again cochaired a Field Exercise with GDACSmobile. ICT-DM.

Academic Director
Prof. Dr.-Ing. Bernd Hellingrath

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Adam Widera, M.A.

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Driver Experiment Logistics and Traffic Management

Along the globe, as the World Conference on Humanitarian Studies (Ethiopia) or the European Transportation Conference (Spain). We have also continued our close collaboration with the NGO Humedica e.V. by facilitating a logistics strategy workshop at the ERCIS Headquarters. We are grateful for all the exchanges and collaborations with our partners and we are looking forward for their continuation as well as some promising new initiatives in the next year.

Selected Publications


van den Berg, R. , Widera, A., Lechtenberg, S., Middelhoef, M. & Hellingrath, B. (2016) Petagrams and Assessment Categories as Crisis Communication Language: Lessons From a Field Exercise with GDACSmobile. ICT-DM.


Crisis Management (C3M)
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.

In a study, funded by the IT Planning council, 19 reference roles of the public administration with IT focus were identified and categorized. The roles were subsequently documented in the form of profiles, in which their tasks, responsibilities and competences were described. Above all, the role of the user shows that digitalisation invariably affects all areas of administration, and it is therefore important to look at the administration as a whole, that is, with all existing roles. In a second step, the identified roles were concretised by deducing competencies currently and in the future in the use of information technology (IT). It has been shown that the “central” competencies such as process or project management are of a more basic nature and are therefore not limited to “pure” IT use. The final third step dealt with the development of a guide for the selection of appropriate methods for imparting competencies currently and in the future in the use of information technology.

On the basis of the project results and expert discussions, various suggestions for action were elaborated. Furthermore, two hands-on brochures for practitioners in the field of Human Resource Management in public bodies were developed.

References:

The emergence and proliferation of the Service Economy has changed the way in which the value of a product is perceived throughout various industry sectors and societies. Some current manifestations are integrating industrial machinery with customized service offerings (customer solutions, product-service systems), offering aircraft turbines (power by-the-hour) or software applications (as-a-service) without selling physical goods, or providing content on mobile platforms. Theories and artifacts related to service are reflected in the emerging academic discipline of Service Science, Management and Engineering (SSME). Research in SSME is focused on understanding and facilitating the creation of value in service systems, involving interactions of service providers and service customers.

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. 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.

The ERCIS Service Science Competence Center is ERCIS' major organizational unit for conducting research and industry projects in the area of service management and service engineering. With a team of two professors and 9 research assistants, the Service Science Competence Center is currently the largest third-party-funded research group in the ERCIS network.

### Current Research Projects

**EOL-IS**

Electric vehicles have the potential to represent a more sustainable means of transportation. To date, the customer adoption of electric vehicles in Germany remains low. A major barrier to customer adoption is an immature battery technology that limits the range of electric vehicles. Moreover, electric vehicle batteries have high initial costs, which cause electric cars to be significantly more expensive than vehicles with a combustion engine. Therefore, a reduction of the Total Cost of Ownership (TCO) of the battery would be beneficial for the diffusion of electric mobility. Currently, it is assumed that an electric car battery still has about 50% of its original capacity left when it reaches its End-of-(First-) Life (EOL) in the automotive application. Thus, to reduce the TCO, the battery can be reused in a different, less demanding scenario. For instance, it 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 electric vehicle battery’s EOL, based on the chemical and technical features of the battery. Moreover, we implement a decision support system to help a decision maker find the best Second-Life application for each single battery. In this process, the physical and chemical features and the battery’s history of usage, its condition and further economic, ecological and judicial information are considered. Once an appropriate scenario has been identified, services can be configured and bundled with the battery as an integrated customer solution. This solution is designed to fit the unique requirements of the second-life scenario and must be acceptable for customers.

In order to extend the knowledge on the bundling of products and services into product-service systems, consumers’ willingness to pay for used EVBs as a residential battery energy storage system as well as for the related services are surveyed. The developed decision support system will undergo a rigorous evaluation with experts from practice regarding its functionalities.

More information is available at: [http://www.eol-is.de](http://www.eol-is.de)

**EOL-IS**

Another viable path to overcome a major barrier to customer adoption of electric vehicles is to solve the “range anxiety” problem. This anxiety originates from the limited range of electric vehicles and the lack of a well-developed public charging infrastructure, which makes electric vehicles seemingly incompatible with the everyday lives of consumers. At the same time, developing a public charging infrastructure is uneconomical for investors, due to the limited demand for charging services. A circular pattern emerges, in which the one party waits on the other party to make the first step. At the same time, private charging infrastructures grows since drivers of electric vehicles usually install a charging station at their homes with the purchase of the vehicle.

The main goal of the CrowdStrom project is to support the expansion of the electric vehicle charging infrastructure by making formerly private charging stations available to the public, using a crowd-sourcing approach. CrowdStrom develops a business model, similar to Sharing Economy platforms like Airbnb and Uber, where individuals become service providers. Conceptual challenges to develop new, standardized processes covering the entire range of requirements for setting up and operating a charging infrastructure for electric vehicles arise. The project’s analysis on customers’ willingness to pay and on the intentions of individuals to become providers enable the creation of incentive systems. Additionally, the CrowdStrom project includes a detailed analysis of legal difficulties, occurring as customers become suppliers. We implement the concept in a software system that manages the service processes and the flows of information between participating parties. A prototype of the CrowdStrom platform can be accessed at [http://portal.crowdstrom.de](http://portal.crowdstrom.de).

To evaluate our prototype and the underlying design, we conduct a comprehensive field test in which thirty participants in Münster take the roles of providers and users of private charging stations. The participants are provided with charging stations and electric vehicles. Surveying and monitoring their behavior with the prototype supports us in finalizing the CrowdStrom solution.

More information is available at: [http://www.crowdstrom.de](http://www.crowdstrom.de).
The Service Science Competence Center was part of CeBIT 2016 and exhibited the intermediate results of the EOL-iS and CrowdStrom research projects. For the first time, we presented the CrowdStrom prototype, consisting of a state-of-the-art charging station, a demonstrative electric vehicle, and the web-based P2P sharing platform. Svenja Schulte, Minister for Innovation, Science and Research in North Rhine-Westphalia visited our booth and got a great impression of our work.

Rise BPM

In context of the RISE BPM project, we frequently visited partnering universities to conduct research together. Members of our team have visited Ulsan National Institute of Science and Technology in South Korea, Queensland University of Technology in Brisbane, Australia, and Universidade Federal do Estado do Rio de Janeiro in Brazil. More information on the RISE BPM project on page 100.

Conference Activities

As part of the Association for Information Systems (AIS), the Service Science Competence Center has again hosted and supported major academic initiatives related to service research. In April, we hosted a workshop on e-mobility and smart grids in context of the conference of the German Gesellschaft für Informatik (GI) MMB & DIT 2016 in Münster. This year, we have again organized and conducted a workshop on IT and Services for Green Energy and Electric Mobility (IDEE) in cooperation with researchers from the KIT at the conference of the GI in Klagenfurt, Austria. Daniel Beverungen, recently elected president of the Special Interest Group Services in the AIS (AIS SIGSVS), organized and conducted pre-conference workshops on service science at ECIS 2016 in Istanbul and at ICIS 2016 in Dublin. We also supported service science conference tracks at ECIS, MKWI and Wirtschaftsinformatik as track chairs, associate editors, and reviewers.

More Information:
https://service.ecris.org/academic-activities/2016

We continued our engagement in the DFG Research Network on Service Engineering (FOKUS-SE) with meetings in Nuremberg and Dresden. In order to further establish the research area of smart service systems, we invited submissions for a Special Issue on “Smart Service Systems: An Interdisciplinary Perspective” that is to be published in the Information Systems Journal (ISJ), one of the six top journals in the IS discipline. Furthermore, we organized and published a special issue on Smart Service in the Springer Journal Information Systems and e-Business Management.

SELECTED PUBLICATIONS


The full record of current publications is available at: http://service.ecris.org/publications
The Competence Center for Smarter Work studies new ways of working, virtual modes of organizing and organizational transformation based on communication and collaboration technologies.

It provides research and transformation support in the area of Unified Communication & Collaboration (UCC) and Social Media, which facilitate extended and richer modes of interaction among stakeholders. Customer as well as partner relations 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, 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 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 well-being.

Developing marketing strategies as design of socio-material infrastructures

The emergence of new forms of bottom-up, self-organising and mobilising customer communities through social media platforms reveals a paradigmatic shift away from the role of organisations as one of control and main source of information. Adapting to this new context and identifying new strategies for attracting and retaining customers, however, has proven to be not an easy task for many organisations.

As part of a master thesis project in collaboration with the Global Digital Social Media Division of Hilti, we developed an ‘infrastructural’ approach to social media that builds on some of the recent advances in Information Systems. By drawing upon insights from persuasive technology and nudge theory, we synthesised a perspective, which opened a new vista for understanding how social media ecologies shape customer behaviours and decisions in fundamental ways. Understanding the development of marketing strategies as design of socio-material infrastructures enlarges the scope of influence and participation, and offers a richer perspective on digital marketing engagements.

(PI: Dr. Simeon Vidolov)

Collaborative overload

The ubiquity of communication and collaboration technologies has coincided with a significant increase of time spent on collaborative tasks, which has raised concerns about collaborative overload (e.g. Cross, R., Rebele, R., & Grant, A. (2016). Collaborative Overload. Harvard Business Review, 94(1), 74-79). In our research we aim at classifying different modes and characteristics of collaboration in order to identify structural, team-based and individual conditions, which may lead to and indeed explain phenomena of overload.

(PI: Simon Lansmann)
Network Research Activities

One out of 10 BPM’s most exceptional papers

The publication “Ten principles of good business process management” by Prof. Dr. Jan vom Brocke, Dr. Theresa Schmiedel (both University of Liechtenstein, Liechtenstein), Jan Recker (Queensland University of Technology, Australia), Prof. Dr. Peter Trkman (University of Ljubljana, Slovenia), Dr. Willem Mertens (University of Leuven, Belgium) and Prof. Dr. Stin Viane (Vlerick Business School, Belgium) was awarded as one of the ten most exceptional papers of the Business Process Management Journal (BPMJ). The paper presents principles for a good management of business processes and received high international attention.

Researcher Exchange between Rome and Kristiansand

LUSS University and the University of Agder have continued their strong collaboration activities also for the last year, resulting in four researchers from LUSS visiting UiA, while two researchers from UiA have visited LUSS. Several journal articles and conference papers have been co-authored with members from these two partners, and more papers and projects are currently being developed. A major achievement from this collaboration has been the award of the Best Paper of 2015 by the Senior Editors of the Journal of Strategic Information Systems. The award has been communicated to Paolo Spagnoletti, Andrea Resca and Øystein Sæbø during ICS 2016 in Dublin.

Researcher Exchange between Rome and St. Gallen

The joint project on “Simulation studies on microeconomic and interorganizational dynamics in the mode of the multiobjective landscape” will lead to changes and developments in IS/IT research activity. In May 2016, a seminar on using data mining for Fraud detection and policy co-authored with members from these two databases was presented at ICIS 2013 in Milan and the team is working on a journal publication.

BPM Online Erasmus+ Project

In February 2016, the Erasmus+ Project BPM Online was kicked off. The project is led by the University of Liechtenstein and among others, the ERCIS partners University of Münster, WU Vienna, and Copenhagen Business School are project members. Combining leading research institutions in business process management (BPM), the project aims to develop a reference curriculum for BPM executive education making use of blended learning opportunities. www.bpm-online.uni.lu

First ideas for a joint ERCIS doctoral program

Erasmus+ project jobs for Work 4.0

UMinho is also just starting the Erasmus+ project jobs for Work 4.0 – The Future of Employment. UMINHO is the scientific coordinator of this project that aims at raising awareness about the developments in the labor market brought about by the digital economy, first and foremost among those professionals who are working in the employment services but also in vocational orientation and education about the challenges they will face, to understand the pace at which digitization and the Internet of Things will lead to changes and create entirely new job families while others will become obsolete. In this way it is expected to provide support in planning suitable qualification pathways. This project has the duration of 24 months and it is planned to start in November 2016.

Joint Research on Multiobjective Optimization Together with the LIACS Institute, University of Leiden, the Netherlands

Multiobjective Optimization aims at optimizing several quality criteria of a problem or process simultaneously based on finding the best levels of process influencing factors. Evolutionary Optimization Techniques based on the Darwinian principle of natural evolution are state-of-the-art techniques in this field resulting in optimal trade-off solutions balancing the different criteria.

One research focus is on integrating experts’ or decision makers’ preferences prior to or interactively during optimization in order to focus on practically relevant solutions, e.g. resulting in decision support systems.

Moreover, problem characteristics extremely influence the hardness of the optimization problem. Especially, multimodality of the multiobjective landscape, is a severe challenge in that optimization algorithms might get stuck in only locally optimal solutions. A thorough theoretical analysis of the multimodality issue as well as the extraction of numerical features which will be helpful for efficient automated algorithm selection on unseen problems are investigated.

References to joint papers:


NOTES FROM THE UNIVERSITY OF TWENTE

The earlier visit of Dr. Erwin Falmer of University of Twente to Münster resulted in a joint publication:


Prof. Dr. Bart Baesens of KU Leuven gave a seminar on using data mining for Fraud detection in financial and health care services. The talk was followed by a presentation by Dr. Chintan Amrit on The role of data mining for Fraud detection in financial and health care services. The earlier visit of Dr. Erwin Falmer of University of Twente to Münster resulted in a joint publication:


One research focus is on integrating experts’ or decision makers’ preferences prior to or interactively during optimization in order to focus on practically relevant solutions, e.g. resulting in decision support systems.

Moreover, problem characteristics extremely influence the hardness of the optimization problem. Especially, multimodality of the multiobjective landscape, is a severe challenge in that optimization algorithms might get stuck in only locally optimal solutions. A thorough theoretical analysis of the multimodality issue as well as the extraction of numerical features which will be helpful for efficient automated algorithm selection on unseen problems are investigated.

References to joint papers:


Researcher Exchange between Rome and St. Gallen

The joint project on “Simulation studies in IS research” started in 2015 by LUSS and IWI-HSG will continue in 2017 with further exchanges of faculty members from the two ERCIS institutions. The preliminary results of this project have been presented at ICIS 2013 in Milan and the team is working on a journal publication.
Erasmus Mundus Master of Science in Public Sector Innovation and EGovernance (PIONEER)

Digitalization has penetrated people’s everyday life, privately as well as professionally and has become a simple matter of course. Also the public sector has undergone this development of digitalization and eGovernance, thus the delivery of e-government services by means of information and communication technology (ICT). However, this development has to be carefully prepared and implemented to become successful. That is why the public sector of the future needs experts who combine knowledge in public administration and public management on the one hand, and information systems and eGovernance on the other. For this reason, the University of Leuven, the Tallinn University of Technology and the University of Münster have jointly developed PIONEER, a Master of Science in Public Sector Innovation and eGovernance. The 120 ECTS comprising master program is co-funded by the European Union and is a new and unique approach to delivering the needed experts for the public sector. After a preparation phase of one year, the Master program will officially start in October 2017. A special focus will be placed on the use of case studies and how new problems in the field of public administration and public policy can be solved through the use of (technological) innovations. International experience and interdisciplinary expertise are two more characteristics, PIONEER builds on:

1. The students will study in all involved countries, starting in Leuven, then moving to Tallinn, and finally ending in Münster, where they will learn about the country specific public sector peculiarities as well as the University’s respective expertise and tools to apply and implement methods and techniques for the good of a changing public sector environment. Moreover, they will gain excellent communication and project management skills so that they will be able to work in different fields of the public sector in terms of culture and work context. Prospective students can also apply for scholarships to finance their participation in the program.

Once having completed the program, the students will be equipped with an advanced understanding of and insights into the disciplinary knowledge, specific to public management, public administration, information systems and eGovernance as well as the necessary knowledge and tools to apply and implement methods and techniques for the good of a changing public sector environment. Moreover, they will gain excellent communication and project management skills so that they will be able to work in different fields of the public sector in terms of culture and work context. Prospective students can also apply for scholarships to finance their participation in the program.

ERASMUS+ PROJECT MASTIS

Based on ideas that were discussed during the ERCIS Annual Workshop in Rome in 2014, Iryna Zolotaryova from our partner university Kharkiv National University of Economics and Jean-Hugues Chauchat from the University Lyon 2, set up a project consortium with several ERCIS partner universities for a project called “Establishing modern master-level studies in Information Systems (MASTIS)”. The cross-regional project will review and improve a Masters program in line with market needs. The project is funded by the ERASMUS+ programme of the European Union and has a duration of 36 months.

The official kick-off of the project took place in Lyon in February 2016, where we discussed organisational and administrative issues and got to know the different Master study programmes of each of the sixteen partner universities.

During the second project meeting in Rome in June 2016, we talked about different innovative teaching methods as well as competences and skills that the graduates of the next Master program should have. A third meeting took place in Kaunas in October 2016, where we had a deeper look existing IS curricula and discussed the results of a first employers survey.

Further information: www.mastis.pro
SPECIAL ISSUE ON THE NETWORKED SOCIETY IN BISE

Prof. Dr. Jan vom Brocke, Prof. Dr. Jörg Becker and Prof. Dr. Marco de Marco published a special issue on the Business & Information Systems Engineering (BISE) Journal on the Networked Society. The topic reflects the theme of the 23rd European Conference on Information Systems (ECIS) 2015 in Münster, Germany and consists of a selection of the best papers presented at this conference.


TEACHING COOPERATION BETWEEN UNIVERSITY OF LIECHTENSTEIN AND SEVERAL ERCIS PARTNERS

As part of the newly designed Master’s course in Information Systems with the masters in Business Process Management and Data Science, Prof. Dr. Gottfried Vossen, Prof. Dr. Armin Stein (both University of Münster), and Prof. Dr. Jan Mendling (WU Vienna) were visiting the University of Liechtenstein to provide lectures to the students.

PROF. DR. JAN VOM BROCKE FROM THE UNIVERSITY OF LIECHTENSTEIN WAS INVITED BY Prof. Dr. Jan vom Brocke from the University of Liechtenstein to serve as co-supervisor for the PhD of Elena Gorbacheva (University of Münster). The cooperation between Liechtenstein and Münster resulted in several publications:


THE ERCIS OMNI-CHANNEL LAB

Avrato CRM Solutions (Avrato), the global customer relationship management company, has partnered with the European Research Center for Information Systems (ERCIS) at the University of Münster, to create the ERCIS Omni-Channel Lab.

The new Lab combines ERCIS’s established academic research network and teaching facilities with Avrato’s practical expertise of handling 1.7 million Omni-Channel interactions every day for many of the world’s best-known brands. This means that it’s perfectly placed to research innovative solutions and new concepts for Omni-Channel communication challenges.

The Lab’s investigations focus around ‘Processes’, ‘Data’ and ‘Analytics’, combining three key areas of expertise:

- The chair for Information Systems and Management Information Systems Group (Prof. Dr. Gottfried Vossen)
- The chair for Information Systems and Statistics (Prof. Dr. Heike Trautmann)
- The chair for Information Systems and Business Management (Prof. Dr. Jörg Becker)

The team is completed by experienced practitioners from Avrato CRM solutions, headed by Karsten Kraume, Chief Strategy Officer – Avrato CRM Solutions, Board of Advisors RISE_BPM, and ERCIS Omni-Channel Lab Practice Leader.

Teaching and research is already underway to explore Market Segmentation, to develop a Data Architecture for Omni-Channel CRM, to establish a Regulation Framework, and to design a Data Architecture for Omni-Channel CRM strategies.

BUSINESS value of Omni-Channel CRM – have both a research and a practice-oriented scope by answering questions like: What are the business drivers of Omni-Channel CRM?

Regulation framework for Omni-Channel CRM analytics – design a regulation framework for analytics that can be used as a benchmark in the area of service centers and Omni-Channel customer relationship management.

Data Architecture for Omni-Channel CRM – consisting of all data and management tools needed to enable Omni-Channel related services and underpinning the regulation framework for analytics (above).

About us
For more information, including publications, please go to https://omni-channel.ercis.org/

As Arvato is a member of the ERCIS advisory board, a more detailed company introduction is included at the end of this Annual Report.
Since 2016, a second South Korean partner, the Pohang University of Science and Technology (POSTECH) has joined the project consortium. RISE_BPM lasts for four years and had its official start on May 1st 2015. In the meantime, 56 secondments have already been realized including at total of 45 researchers from all involved countries. A secondment is an at least one month or several months lasting (research) stay. By means of these secondments a total number of ten joint publications in international conferences and in important BPM journals could be accomplished. Those publications, most probably, would have not been possible without the support of this program, because the researchers would not have had the opportunity to (physically) meet each other and spend the time together that is needed to advance such a publication project.

Since the “P” in Project Management is as much about the “People” as it is about the “Project”, thus representing a crucial success factor, here are some testimonials of researchers who already have completed a secondment in the course of RISE_BPM, telling about their experiences:

Adela del Río Ortega from the University of Sevilla (Spain) who went to Brazil: “This summer, I did a one-month secondment in Rio de Janeiro working at UNIRIO. It was a great opportunity to broaden my research interests and apply my previous results to other context while collaborat- ing with really committed and hard-work- ing people. Being physically there short- ened distances (professionally, personally and time constraints due to different time zones) and reinforced our commitment to obtain results, not only in the short term. As a result, we opened several re- search collaborations, with some clear milestones, that will last for the following years. However, the personal links built during this stay constitute, from my point of view, the key part of this stay. They ease the professional collaboration, which would probably be punctual, less fruitful and also less enjoyable, in other case. The downside, in my case, is twofold: my famil- ily charges that make it difficult for me to extend my secondments, and the backlog of work I find when returning. As a con- clusion, I consider my participation in this project, and in particular in this second- ment, a great experience that widened the researcher network which I work with, helped me to disseminate my results and enriched me personally, intellectually and culturally.”

Bas van Zelst from the University of Eindhoven (The Netherlands) who went to South Korea: “In April 2016, I visited POSTECH Universi- ty of technology located in Pohang, South Korea. I enjoyed the visit intensively, both from a research and a social perspective! During my visit I worked on novel tech- niques for discovering networks of co- operating resources, based on real time streams of business process data. This turned out to be a great success as the work was later accepted at an A-ranked conference on Cooperative Information Systems. During my stay I met several researchers working in the same field. Additionally I’ve attended a national con- ference on Industrial Engineering, hosted on a beautiful Korean island called “Jeju”. This visit gave me a good overview of the research being conducted in the field, as well as the island itself. During my stay I learned that the Korean, and most pre- sumably Asian, culture is very different from the Western culture. This changed my view on collaboration with (foreign) colleagues in a positive way, i.e., I feel I am now more open and acceptive to- wards different views on work, and, do- ing research. I enjoyed participating in the RISE_BPM project as it has enriched me in a variety of ways!”

Markus Monhof from the University of Muenster (Germany) who went to Liechtenstein: “Currently, I’m at a four month secondment to the Institute of Information Systems of the University of Liechtenstein. Here, I’m following up on a previous secondment in 2015 doing research on customer experi- ence and service quality. Going abroad in the RISE_BPM project is a great opportu- nity to work on interesting and relevant research topics with experienced and well known researchers all over the world. Es- pecially for early stage researchers, like me, it is a chance to get to know and network with many different researchers. Furthermore, due to the joint research you can learn a lot and get different perspec- tives on research and the researched top- ics as well as different working cultures. Despite the cultural differences between Liechtenstein (resp. Austria and Swiss- land) and Germany being comparatively small, the international environment (re- searchers, student assistance, and staff from over ten different nations) at the Institute of Information Systems offers ins- sites on different cultures. The people I met here are all great guys who know their stuff and I enjoy staying here. Addition- ally, working abroad offers a little relief of day-to-day work. Therefore, it should be possible to focus on the joint research with the partner university and reflect on your research. Apart from work, Liechtenstein and the region is a great place to live. The beautiful alpine landscape offers many op- portunities for outdoor activities all over the year. Personally, I learned a lot and I’m still having a great time and great experi- ences. Therefore, I would encourage ev- eryone, who has the chance, to participate in RISE_BPM in general and visiting the University of Liechtenstein in particular.”

Minseok Song from the Pohang University of Science and Technology (South Korea) who went to the Netherlands: “In August, I visited TU/e for a month. The purpose of the visit was to continue the collaboration with the researchers in Eindhoven. The topic is resource network analysis in data intensive environments. Specifically, our interest is to show the change of network over time. We focus on discovering, visualizing analyzing use- ful information about resource network generated from stream data. I really en- joyed the stay. The meetings with the researchers at TU/e were always great and we were able to come up with some exciting ideas. Furthermore, the weather was enjoyable! However, one month was too short to produce a concrete output. I wanted to stay longer, but it was impos- sible because of my teaching duties. For- tunately, one of our Ph.D. students is vis- iting TU/e for 6 months and the research is ongoing.

The RISE project gives us great opportuni- ties to broaden our collaboration network. The collaboration with researchers in di- verse backgrounds is always interesting. Sometimes innovative ideas pop into our head. To get a fresh idea, I am looking for- ward to my next secondment in Seville!”

RISE_BPM is funded by the European Union’s Horizon 2020 research and innovation program.
Influence of E-Government on Street-Level Busch from the University of Agder (“The ed perspective was taken by Peter André action Analytics”. An eGovernment-orient- and Added Value Through Charging Trans- Development of Charging Infrastructure ster) presented his research on the “Design a similar context, Moritz von Hoffen (Mün- Realising E-Vehicle Service Potentials”. In ster) talked about “Dynamic Learning (CSCL) Environments”, Tanja Mer- gaging Computer-supported Collaborative Alekksand Lazareva from the University of Agder reported about “Designing En- ...from Kris- tiansand (Maung Sein, Devinder Thapa), Guimardes (João Alvaro Carvalho), Copen- hagen (Olester Müller), Bremen (Sara Hof- mann), and Münster (Jörg Becker). The PhD candidates had to hand in an abstract of their thesis, present it, and provide reviews for two fellow colleagues. Aleksandra Lazareva from the University of Agder reported about “Designing Eng- aging Computer-supported Collaborative Learning (CSCl) Environments”, Tanja Mer- feld from Münster talked about “Dynamic Decision Making Models and Methods for Realising E-Vehicle Service Potentials”. In a similar context, Moritz von Hoffen (Mün- ster) presented his research on the “Design of IT-enabled Services for Electric Mobility: Development of Charging Infrastructure and Added Value Through Charging Trans- action Analytics”. An eGovernment-orient- ed perspective was taken by Peter André Busch from the University of Agder (“The Influence of E-Government on Street-Level Discretion”) and from Hendrik Scholta, Uni- versity of Münster: “Forms in Government: Coordinating Complexity through Modeling and Standardization”. Zhiwei Yang from the University of Leiden presented his almost finished thesis topic about “Meta- heuristics for Vehicle Routing and Inven- tory Routing Problems”. Carlos Costa from the University of Minho discussed his topic “A Methodology to Design and Implement Big Data Warehouses: Models, Methods and Instantiations”, while Geir Inge Haus- vik from Kristiansand presented his paper on “Conceptual Integration of Information Quality into Healthcare Quality Improve- ment Processes”.

PROJECT SEMINAR WITH ARVATO: SMART VISUALIZATION OF AUTOMOTIVE DATA ON MOBILE DEVICES, SUMMER TERM 2016
This project seminar established a versatile adaptable visualization tool for 3D model data by partly relying on gaming technol- ogy. The primary difficulty was to enable the non-expert user to easily select (and visualize) only the part of the model that is needed for a specific use case, e.g., for the salesroom, individual customer infor- mation, car repair, or car construction.

PROJECT SEMINAR WITH ARVATO CRM SOLUTIONS: TECH-ENABLED Omni-Channel Customer Relationship Management (CRM); WINTER TERM 2016
A major challenge in customer service is the integration of data from a variety of sources to obtain a holistic view on the customer. In the project seminar, students design and implement a framework which allows to integrate data into exist- ing customer service tools. The goal is to present relevant information from differ- ent channels to the service agent when handling customer enquiries.

3rd ERCIS DOCTORAL CONSORTIUM IN KRISTIANSAND, NORWAY
Following the Annual Workshop in Kris- tiansand, Norway, 8 PhD students from ERCIS partner institutions presented their research endeavours to faculty from Kris- tiansand (Maung Sein, Devinder Thapa), Guimardes (João Alvaro Carvalho), Copen- hagen (Olester Müller), Bremen (Sara Hof- mann), and Münster (Jörg Becker). The PhD candidates had to hand in an abstract of their thesis, present it, and provide reviews for two fellow colleagues. Aleksandra Lazareva from the University of Agder reported about “Designing Eng- aging Computer-supported Collaborative Learning (CSCl) Environments”, Tanja Mer- feld from Münster talked about “Dynamic Decision Making Models and Methods for Realising E-Vehicle Service Potentials”. In a similar context, Moritz von Hoffen (Mün- ster) presented his research on the “Design of IT-enabled Services for Electric Mobility: Development of Charging Infrastructure and Added Value Through Charging Trans- action Analytics”. An eGovernment-orient- ed perspective was taken by Peter André Busch from the University of Agder (“The Influence of E-Government on Street-Level Discretion”) and from Hendrik Scholta, Uni- versity of Münster: “Forms in Government: Coordinating Complexity through Modeling and Standardization”. Zhiwei Yang from the University of Leiden presented his almost finished thesis topic about “Meta- heuristics for Vehicle Routing and Inven- tory Routing Problems”. Carlos Costa from the University of Minho discussed his topic “A Methodology to Design and Implement Big Data Warehouses: Models, Methods and Instantiations”, while Geir Inge Haus- vik from Kristiansand presented his paper on “Conceptual Integration of Information Quality into Healthcare Quality Improve- ment Processes”.

ERCIS VIRTUAL SEMINAR
After pausing for one year, the ERCIS Virtual Seminar is back with a new concept and a smaller group: Six teams consisting of three students each, hailing from three partner universities (University of Twente, Univer- sity of Bremen, University of Münster), have to develop a postgraduate course for the topic “Smart Cities”. Each team has been assigned to one lecture, spanning topics like Smart Home, Smart Commerce, Smart Health, or Smart Urban Development. The focus of the groups is on developing lec- tures that incorporate innovative teaching methods and traditional forms of education. Furthermore, they have to develop the lec- ture material and to “non-virtually” give the lecture to the other groups during a final presentation in Münster. The results will be made available to the network and inter- ested parties.

PHD SEMINAR IN FLUMSERBERG
In February 2016, Prof Dr. Stefan Seidel from the University of Liechtenstein, Prof. Dr. Jan Mending from the ERCIS partner University of Munich, and Business as well as professors from the University of Georgia, the University of Cologne and the Goethe University Frank- furt organized a PhD seminar with the topic “Quality in Information Systems Re- search” in Flumserberg, Switzerland. The 13 participating PhD students had the chance to present their research, discuss current topics in information systems and enjoy the Swiss mountains in winter.
In March 2016, the students of the Master’s programme Information Systems from the University of Liechtenstein travelled to Vienna, where lectures by Prof. Dr. Jan Mendling at the University of Economics and Business (WU), company visits and cultural tours were on the agenda. For the students with over 15 nationalities the excursion was a unique experience to get to know the Austrian capital and the newly opened campus of the WU Vienna in order to gain, next to many new impressions, also important competencies for their further studies.

The 29th Bled eConference was about the Digital Economy. The digital transformation is accelerated by exponentially growing technologies and is visible in all sectors, from Education (through MOOCs) and Finance (FinTech) to Electronics and Automotive. Therefore, the main focus was on many aspects pertaining to the dawn of the Digital Economy as well as how to seize the numerous new opportunities it brings.

The International Conference on Organizational Science Development is the conference with the longest tradition at the University of Maribor. Every year in March it persuades a lot of people who approach “organization” & “organizing” in a great variety of ways to leave their working environments or projects for a few days and come to Portorož.

The 35th International Conference on Organizational Science Development was called “Sustainable Organization”. Sustainability is becoming part of society’s mainstream values. Therefore, falling behind on sustainability will represent an increasing risk for organizations, which could affect the overall organizational performance and might also affect their ability to create long-term stakeholder value.

In 2017 several events will be organized connected to ongoing research projects and PhD defenses. Monitor our website www.utwente.nl, www.ctit.nl and IEBIS and SCS departments to stay tuned!
EVENTS IN THE ERCIS NETWORK

ERCS@ICIS and ERCIS@ECIS

Already a tradition, ERCIS members met at the International Conference on Information Systems (ICIS) in Fort Worth, Texas, USA, end of 2015, as well as at the European Conference on Information Systems (ECIS) in Istanbul, Turkey, in June 2016.

With about 20 people attending the meetings, they have become a nice opportunity to have a chat with fellow colleagues between the Annual Workshops. This year’s meeting at ICIS in Dublin will take place on Monday evening (December 12th). Next year’s ECIS meeting will be, again after ECIS in Münster, be an ERCIS@ICIS@ERCIS meeting, as ECIS 2017 will take place at our network partner, the University of Minho in Guimarães, Portugal.

Researchers from the ERCIS headquarters and representatives of the member companies arvato Bertelsmann, DeltaSlate, IQ Optimize Software AG, Johannes Räckers GmbH & Co. KG, ownCloud GmbH, and SAP SE, saracu, and Zeb well as invited guests from anagpis GmbH, AT Kearney, Eucon GmbH, Informationsfabrik GmbH und Zweigt GmbH met on the Leonardo-Campus for inspiring talks and discussions on various topics.

In January the academic director Jörg Becker gave a short introduction and Amin Stein, the managing director, presented a recap of the ERCIS activities in 2015. Followed by a presentation of one of the ERCIS competence centers which integrates the research efforts of the ERCIS network in the domain of crisis management and humanitarian logistics. After lunch the main topics that day were IT Security, Information Systems in a digitized world, Propaganda detection in online media and mobile devices in business processes which have been discussed in fishbowl sessions which led to a lively discussion in the plenum.

The meeting in September set a record in the number of participants. Heike Trautmann presented the newly founded ERCIS Omni-Channel Lab powered by Arvato and Martin Matzner talked about “Predictive Process Analytics”. After lunch the topics IT Service Management and E-Competences presented by Christian Remfert and Michael Räckers formed the agenda.

All in all, the ERCIS Advisory Board Meetings 2016 were a further step towards an active network and a fruitful dialogue between research and practice. Like every time, the day passed by too soon and we were left with a lot of interesting ideas for future collaborations. We are looking forward to our next meeting in May 2017!

ERCS@ICIS and ERCIS@ECIS

Followed the managing director, presented a recap gave a short introduction and Armin Stein, for inspiring talks and discussions on various topics.

ADVISING BOARD

arvato

BERTELSCHANN

OUR COMPANY

Arvato is one of the world’s leading international service providers. For over 50 years, we have helped organizations to succeed, whether that is about engaging customers, streamlining operations or expanding into new markets.

We deliver services ranging from customer relationship management and digital marketing to financial services, supply chain management and IT services.

Wholly owned by Bertelsmann, Arvato employs over 70,000 people in more than 40 countries. The sheer scale and diversity of our services helped us to achieve revenues of €6.7bn in 2015.

OUR APPROACH

We put our clients’ customers first. At Arvato our ambitions go far beyond making our clients’ customers happy. We aim to turn them into ambassadors. People whose actions and recommendations boost our clients’ balance sheet, reputation or growth; helping organizations to be successful however they measure it.

We are built for good business. We believe in creating sleek business processes built on smart technology that are efficient, save our clients’ money and — most importantly — exceed their customers’ expectations. We take the administrative and logistical pressure off organizations so they can get on with what they do best.

We collaborate with leading institutions in business and academia to operate, manage and transform CRM. Our partnership with ERCIS is proven and growing.

OUR AREAS OF INTEREST

- Customer experience management
- Omni-channel customer relationship management
- Big data and advanced CRM analytics

OUR PEOPLE

Our approach to our people is shaped by our culture of partnership, entrepreneurship and creativity.

We train our employees to the highest degree and trust them to do a good job. It is only by giving people the support they need to develop and the responsibility they need to prove themselves that we can genuinely transform our clients’ businesses.

Arvato offers a wealth of career opportunities to bring out your best. Are you engaged, ambitious and effective? Are you smart and dedicated? If the answer is yes, the chances are that Arvato is the right place for you, so get to know us at: careers.arvato.com

THE Omni-CHANNEL Lab – POWERED BY ARVATO

The Omni-Channel Lab combines ERCIS’s established academic research network and teaching facilities with Arvato’s practical expertise of handling 1.7 million Omni-Channel interactions every day for many of the world’s best-known brands. This means that it’s perfectly placed to research innovative solutions and new concepts for Omni-Channel communication challenges.

For more information please go to https://omni-channel.ercis.org/ or check out the introduction in the NETWORK RESEARCH ACTIVITIES section of this annual report (page 99).
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
- Data Warehouse and ETL (development and enhancements to modern Big-Data Technologies)
- Master-Data-Management-Solutions
- Business-Analytics-Solutions (esp. based on IBM Cognos TM1 and SAP BW/HANA)
- Predictive Analytics & cognitive systems (e.g. IBM Watson Analytics)
- Cloud Planning and Reporting (SaaS Integrated Planning and Forecasting Solutions)
- BA-Strategy (check, development and implementation)
- Corporate Controlling Solutions
- Change & Transformation Management

IT implementation with software solutions of leading manufacturers
- IBM
- SAP
- All for One Steeb AG
- Bissantz

TOPICS OF INTEREST
- Data Warehouse and ETL
- Big Data and Information Management
- Business Analytics and Predictive Analytics
- Integrated Planning, Forecasting and Simulation
- Management Reporting and Dashboards
- (Digital) Transformation Management
- Performance Diagnostics and Performance Improvement
- Process Optimisation
- Project Management
- Controlling Concepts

Long-standing client relationships based on trust
We form long-standing relationships to clients from the upper midsized market and to large corporations that are based on trust. With more than 1,000 national and international consulting projects and more than 100 salaried employees, avantum consult is one of the leading service providers in this market.

 Adventage your career at avantum consult
By integrating a solution for traceability, Bison offers a modern, up-to-date package of solutions. Based on the standard solution and individually tailored to customer preferences, considerable added value is created for the customer.

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

As a consultant at avantum consult you work closely with our customers in all industries and together with your colleagues. Within our projects you will quickly take on responsibility and assume a variety of tasks.

We are always looking for talented and motivated employees for our locations in Düsseldorf, Filderstadt, Munich, Hamburg and Zurich. Our hierarchy model allows for a wide range of products and customised solutions.

Current vacancies can be found at:
www.avantum.de/karriere

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Uniques combination of professional and technical knowledge
avantum consult is a specialist for Corporate Performance Management and Business Intelligence. We offer our customers a wide range of services, from business consulting (e.g. the development of business concepts for business analytics, predictive analytics, planning, management reporting, process improvement and transformation – especially in terms of digitalization) to technical implementation. This combination of business and technological competence gives avantum consult the edge over other consulting firms.

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BISON

As a leading supplier of merchandise management systems, Bison offers complete solutions for retail. Bison has its headquarters in Sursee, employs approximately 600 staff and generates a turnover of over EUR 80 million. With over 30 years of market experience, Bison makes a reliable, secure contribution to the success of its customers. Each customer receives comprehensive and long-term support, with a focus on mutual trust and the protection of customers’ IT investments.

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

The product portfolio is complemented by POS solutions, electronic shelf labeling (ESL), mobile solutions for mobile end devices and digital signage solutions. Bison’s modern POS solution can be perfectly integrated into existing system environments thanks to the modular structure and its exceptional flexibility. Thanks to the ESL concept, the headquarters or individual branches can respond quickly to changing market or price situations. The wireless base station simplifies internal processes and creates a direct connection between the shelf and POS. The high quality display is based on leading e-paper technology and guarantees optimum readability and no reflections on the screen. In addition, the electronic shelf labeling at the POS creates new possibilities in terms of information. This is used not only for product identification and price labelling, but also in combination with specially developed apps which provides further useful services for the customer in terms of traceability of the product, product features, contents (allergens) etc. Thanks to the mobile solutions, normal Smartphone devices can be turned into powerful mobile hand-held devices. The scanning solutions include a barcode scanner, a magnetic card reader and an optional Bluetooth component to connect a mobile printer. The new RFID option vastly expands the range of uses. Thanks to standard or individually programmed applications, the devices offer a multitude of application possibilities, e.g. stocktaking, order creation, goods-in process and picking.

Bison offers innovative communication options through digital signage. The solutions can be managed efficiently thanks to the simple user functionality and automatic interfaces. The iBeacon technology means that a range of services are possible in retail, for example targeted display of product information at the POS in real time, guidance of visitors when they enter the shops and display of personal special offers. In principle, this standard offers comprehensive support for mobile purchasing. It also makes it possible to carry out a detailed analysis of customer purchasing behaviour data. Bison is a general contractor and covers all the processes of a modern retailer using integrated solutions, from the central ERP system to branch management to POS systems and digital signage.

TOPICS OF INTEREST
- Interest in European (sales) partnerships
- Development of new approaches to tackling retail-specific questions and problem areas bearing in mind the cloud approach
- Integration of iPad, iPhone and iPad in operating procedures
- E-Paper integration options (e.g. Electronic Shelf Labeling)

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

For further information please visit www.bison-group.com
ABOUT THE COMPANY
There are very few companies that have influenced the development of agricultural technology, and also agriculture itself, as much as CLAAS has. What started in 1913 with the manufacture of powerful straw binders has become a leading giant on the global market: CLAAS is one of the world leaders in the production of agricultural technology. The company is the European market leader in combine harvesters and world market leader for self-propelled harvesters. Its tractors, balers and forage harvesting machines also hold top positions in agricultural technology worldwide. This is supported by the most state-of-the-art information technology. Machine-to-machine communication, intelligent networking, the improvement of the harvesting process as a whole – industry 4.0 is already the company's reality and sustainability is its principle.

CLAAS products ensure efficiency in agricultural production and they go easy on natural resources as they continuously reduce energy consumption. More than 11,000 employees are engaged in this task in 140 countries; talented people from all professions, who make their daily contribution towards feeding the world.

TOPICS OF INTEREST
- Connected machines
- Farming 4.0
- Omni-channel customer experience
- Precision Farming
- Data Management

Up until just a few years ago, the trend in agricultural engineering was characterized by increasingly large machines. Today, however, the harvest chain is seeing many innovations coming through, especially in drive technology, machine intelligence and networking. In 2010, CLAAS consolidated its range of electronics expertise and, since then, has placed it under a collective name. “Efficient Agriculture Systems”, abbreviated as “EASY”, is the CLAAS collective term which encompasses machine control and performance optimization, steering systems, precision farming and monitoring, software solutions and services. However, digital transformation has not only changed the technology of our machines. New product features, different license models and data driven business models require our business unit for sales and service to rethink our traditional way of doing business. At CLAAS, you won’t find ‘just another job’. You will instead face the challenging task of continuously improving harvesting performance through innovative technology.

CLAAS is special because it is a family-owned enterprise with a long-term, forward-looking approach which is based on the commitment of its employees. At CLAAS, you won’t find ‘just another job’. If you have any questions about our current international vacancies, our contacts at the respective locations are happy to help.

CLAAS is investing in its digital future and has now laid the foundations for a new electronics development center in Dissen, near Osnabück in western Germany. Construction work is taking place on a site of around five hectares and is set to be completed sometime next year.
Deloitte is the brand under which over 245,000 professionals in independent firms throughout the world collaborate to provide a broad spectrum of service. These range from audit to tax and legal advice, consulting, and corporate finance. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality services to our clients. Cambing specialized knowledge and in-depth industry expertise within multi-disciplinary teams, we deliver the insights needed to address complex business challenges. Our clients include renowned companies from around the world. 79% of the Fortune Global 500 companies are clients of Deloitte. In 2015, Deloitte grew for the fifth consecutive year and achieved a revenue of $36.8 billion.

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 customer’s 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 the global economy, and thus our customers – as well as what will impact them in the future. Seminar studies, monitoring, and trend analysis are our tools to help our clients and solidify our position as pioneers. As a result, we continuously extend our service offering to account for trends.

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 with acts as a nucleus to breed innovation and support clients mastering upcoming digital challenges 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, vendors, 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 has 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 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.

Having been founded just before the global financial and economic crisis, sustaining our network was indeed a challenge. Since 2013, we had major breakthroughs for ECWT: involvement in the European Parliamentary Hearing on Women in ICT and in two European level and several national pledges for the Grand Coalition for Digital Jobs:

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 10% in 2009 to 26% end of 2012 should be of interest to ERCIS Members. I therefore look forward to closer interactivity between our networks!
The values of integrity, courage, teamwork, performance-oriented corporate culture, growth, Hilti pursues an employee- and customer-oriented strategy. Guided by the conviction that entrepreneurship and differentiation are key, Hilti links people and talent to the company. The Group’s strategy is based on the belief that successful business models are built on integrity, courage, and a sense of responsibility. 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.

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So, have a career with the best! Become a valuable member in a highly professional and international team of IT experts and meet the challenges of a global multinational company using latest technologies.

Find more open positions on https://careers.hilti.com

ABOUT THE COMPANY
Hilti develops and manufactures systems and services that feature leading-edge technology and provide the construction and energy sectors with outstanding added value. Hilti stands for innovation, quality, and direct customer relationships. Some two-thirds of Hilti’s more than 23,000 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 enthusiast 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.

Guided by the conviction that entrepreneurship and differentiation are key, Hilti links people and talent to the company. The Group’s strategy is based on the belief that successful business models are built on integrity, courage, and a sense of responsibility. 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.

So, have a career with the best! Become a valuable member in a highly professional and international team of IT experts and meet the challenges of a global multinational company using latest technologies.

Find more open positions on https://careers.hilti.com

ABOUT THE COMPANY
The retail company Lidl is one of the leading companies in the food retail sector in Germany and Europe. We place value on an optimal price-performance ratio for our customers. At Lidl, we are convinced of our business model “best quality at the best possible price” – in a pleasant shopping environment. We are a retail chain with a systematic store concept. Simplicity and process orientation determine the daily activities. In the stores, the regional distribution centers, and the national subsidiaries, Lidl is represented in 29 countries worldwide and operates around 10,000 stores, more than 140 distribution centers in currently 27 European countries and has some 215,000 employees. Dynamism in daily implementation, performance in the results and fairness in dealing with another characterize working at Lidl across the globe. The headquarters of the company is still based in Neckarsulm. In the 2015 financial year, Lidl generated revenues of 64.4 billion Euros.

Our guiding principle: “If you stop getting better, you stop being good!” Our corporate culture comprises the willingness to develop ourselves further, adapt to new circumstances and continually improve ourselves. We go about this in a dynamic and team-oriented way. Our willingness to do things differently or to adapt existing concepts is what makes us successful.

Efficient processes form the basis for a successful business model that offers customers in Europe the best product quality at the best price. A powerful IT system and application landscape makes up a significant portion of constant process optimization. The IT landscape at Lidl is in the biggest transitional phase in the company’s history.

The strategic alignment places the focus on closely coordinated international collaboration and digitalization. IT at Lidl is tasked with ensuring seamless interconnectivity with a highly available and integrated system landscape and the application of the latest technologies. Lidl’s IT is characterized by close collaboration along with intensive and fair interconnectivity and cooperation with the world’s leading software companies. Lidl’s IT is characterized by close collaboration along with intensive and fair interconnectivity and cooperation with the world’s leading software companies. Lidl’s IT is characterized by close collaboration along with intensive and fair interconnectivity and cooperation with the world’s leading software companies.

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ABOUT THE COMPANY
Organizations that must share confidential data internally and externally rely on ownCloud’s On-Premises Enterprise Universal File Access Platform. 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 ownCloud’s open, modular architecture, extreme extensibility and unique federated cloud sharing capabilities.

The business model of ownCloud is very similar to other successful Open Source companies, offering a Community and Enterprise Edition. The Enterprise Edition includes additional functionalities, 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 customer’s needs while enabling a completely open development process where everybody can contribute. For information about our Community Edition visit www.owncloud.org. For further information about the Enterprise Edition for organizations 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 organizations in the Americas, Europe and Asia/Pacific joined to create 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 live, other ownClouds, or even external cloud systems such as Dropbox and Google (synching them to desktops or mobile apps, making them available offline).

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 have agreed on a favoured-pricing scheme for GÉANT members and their attached constituents. For further information please contact us: sales@owncloud.com

CONTACT OWN CLOUD
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90491 Nürnberg
Germany
sales@owncloud.com
phone +49 911 14888690
www.owncloud.com

JOB OPPORTUNITIES
ownCloud is hiring.
Please visit: https://owncloud.com/jobs/

ABOUT THE COMPANY
The PICTURE GmbH intends to promote organisations in their modernisation efforts. We combine a methodical approach, technical support and considerable process expertise with a sustainable qualification approach. This integrated approach helps to achieve success in process management. The PICTURE GmbH is a spin-off of the University of Münster, founded in 2007 by Lars Algermissen and Thorsten Falk. Thereby the PICTURE GmbH stays connected with the university and still benefits from a transfer of knowledge. The core business segment of the PICTURE GmbH is process consulting, process analysis and organisational design. The PICTURE GmbH is a consulting firm as well as a software company with consultants and developers specialised on process consulting. The company is well known for the PICTURE method and the PICTURE platform, which in combination allow describing, analysing and optimising business processes within organizations.

THE PICTURE METHOD – EASY, EFFECTIVE, EFFICIENT.
On the basis of 24 building blocks the Picture method provides the opportunity of process controlling by gathering and illustrating process data in a plain and transparent manner.

This method of process modelling lays the foundation for an extensive business assessment, as it offers a target-oriented and efficient way to 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.

Standardized Process Description
Increased comparability and analysability due to a formal and contentual 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 PICTURE PLATFORM
The Picture method is embedded in the web-based Picture platform. This platform serves to support process management within organisations as well as inter-site projects. The PICTURE platform is tailored to the special needs of organisations and aims to provide a vivid, precise and generally intelligible methodology to illustrate these needs through customised processes.

Visit our website www.picture-gmbh.de

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

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

PICTURE
ABOUT THE COMPANY
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 to more than 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 includes coating with chemical pre-treatment, as well as system solutions and special custom-made solutions.

Our company is particularly interested in implementation of theoretical “university knowledge” in practice. We are very delighted by the project seminar done by the BSc students from the University of Münster who helped us to prepare for quality management certification. The students analysed the current situation and proposed various possible solutions, which can be soon put into practice. E.g. in the future we plan to simplify the just in sequence field in order to further increase the responsiveness.

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

FIGURES — DATA — FACTS
- 2 Executive directors
- 1 Authorised officer
- approx. 200 Employees
- approx. EUR 24 million 2012 Turnover
- 100.000 m² Plant area
- 20.000 m² Production area

ABOUT THE COMPANY
saracus is one of the leading independent consulting companies for big data, data warehouse, business intelligence and customer relationship management in Germany and Switzerland with more than 60 consultants. Over the last 25 years, saracus has amassed a wealth of experience in more than 300 various 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 organizations in order to specifically strengthen the competitive position of these customers. The instruments for reaching this goal are pithily summarized with the terms big data, data warehouse, business intelligence and analytical customer relationship management. The services provided by saracus cover all aspects of these topics.

DWtec® 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. DWtec® is the process model of saracus for data warehousing projects; it is based on long term experiences and gets updated permanently. Since 2012 DWtec® 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.

Big Data academy
The Big Data academy allows saracus to make its practically orientated expertise available to customers in numerous seminars on a wide range of big data and BI topics. These include training courses such as introduction in big data, big data strategy, Hadoop administration training, Hadoop developer training, dimensional data modelling, data quality and ETL processes. These seminars are also offered inhouse. For information on the latest offers and to subscribe to the newsletter, visit www.saracus.com.

Why saracus consulting?
The following factors demonstrate why saracus is the consulting and integration partner for you:
- Fully focused on Big Data, DWH, BI and CRM for over 25 years
- In-depth experience with important technologies
- A combination of business and IT know-how
- A large number of trained and experienced consultants on-time completion of major projects
- Full service – from analysis and concept development to system integration and operation
- A procedural methodology specific to DWH
- Total commitment to the success of the project

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JOBS OPPORTUNITIES
For students: Diploma/Bachelor theses, internships
For graduates: Junior Consultants
Please visit our website for further information: www.saracus.com
The management consultancy zeb was founded in 1992 in Münster by university professors Prof. Dr. Bernd Rolfes 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 17 offices in 12 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.

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 three branches Banking, Insurance and Healthcare include the following main areas:

- Finance & Risk
- Information Technology
- Strategy & Business Model
- Restructuring Merger & Operating Model
- Human Resources Management

We have the knowledge and experience to analyze 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 specialized 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. Vocational trainings, enough scope for personal development and participation are the foundation for your individual and professional career enhancement.

Our vacancies in Management and IT-Consulting include:
- Management Consultants IT
- Senior Consultants IT
- Manager IT
- Consultants SAP-Finance

In the fields of:
- IT-Transformation
- Digitalization
- IT-Strategy

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

CHRIST
Jeweler and watchmaker since 1863.

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

For more information, visit: www.christ.de

IQ-OPTIMIZE
The IQ-optimize Software AG is a provider of modern, innovative software technology and offers its customers reliable and customer-oriented IT services. Since 1996 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. IQ Optimize is Advisory Board Member since 2004.

Main competences:
- Software development
- operation and maintenance of workflow and document management systems for business processes automation
- billing and mediation
- ERP and retail for web shops
- stores and indirect sales including sales of subsidized goods.
- Media design for trendsetting websites
- Implementation, hosting and operation of customized IT infrastructures and cloud solutions including service management, maintenance, security and monitoring.

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

RESEARCH TOPICS
- Optimization
- Innovation, Omnichannel
- Telecommunication
- Workflow Management
- CRM
- Web Sales
- Retail
- Business Intelligence
- Service Management and Security
- Hosting and Cloud Solutions

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 2017

JANUARY 2017
European Data Privacy Day, Vaduz, Principality of Liechtenstein, January 25th, 2017

FEBRUARY 2017
PhD-Skiseminar, Klosters, Switzerland, February 06–11, 2017

MARCH 2017
9th International Conference on Evolutionary Multi-Criterion Optimization (EMO), University of Münster, Germany, March 19–22, 2017

APRIL 2017
Study trip from Liechtenstein to WU Vienna, Vienna, Austria, April 2017

MAY 2017

JUNE 2017
ERCIS@ECIS, 25th European Conference on Information Systems, Guimarães, Portugal, June 5–10, 2017

AUGUST 2017

OCTOBER 2017
International Workshop on Multicriteria Decision Making & Applications in Enterprise Information Systems, October 2017
(Details to be announced)
XIV edition of the ITAIS conference, October 2017

NOVEMBER 2017
Innovating Information Infrastructure Workshop, Roma, November 2017

DECEMBER 2017
ERCIS@ICIS, International Conference on Information Systems, Seoul, South Korea, December 10–13, 2017

ERCIS TEAM

For everything that concerns the ERCIS network simply write an email to team@ercis.org. You will for sure get an answer from one of our team members. The team consists of Dr. Armin Stein, who is the managing director of the ERCIS network and is being supported by Dr. Katrin Bergener, who works part-time for the team and furthermore as Coordinator for the WWU Centre for Europe, and Miriam Epke, who recently joined the ERCIS team.

Besides answering emails, the team helps organising events, maintains the website, organises the network communication, and supports project applications.

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