

ANNUAL REPORT 2012



European
Research
Center for
Information
Systems



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LIECHTENSTEIN KAUNAS LITHUANIA ENSCHEDE NETHERLANDS HAMILTON NEW ZEALAND
KRISTIANSAND NORWAY GDANSK POLAND MOSCOW + NIZHNY NOVGOROD
RUSSIA MARIBOR SLOVENIA SEOUL SOUTH KOREA MADRID SPAIN ST.GALLEN
SWITZERLAND MANCHESTER UNITED KINGDOM NEW JERSEY USA

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

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

What sets ERCIS apart is its excellent collaboration and the uncomplicated initiation of research cooperation and research projects. Its strengths are the personal contact between researchers, which makes ERCIS a vibrant network, as well as the wide range of different disciplines and national perspectives on IS research.

The network is headed by the board of directors in Münster, which is composed of one academic director and eight additional professors, all of them active in the research field of Information Systems. Additionally, numerous internationally renowned researchers from more than 20 associated research institutions, as well as the diverse companies from industry serving on the advisory board, belong to the ERCIS



network. All of them are experts in a wide variety of research areas in Business Informatics and related disciplines. Research carried out by the ERCIS covers the entire spectrum, from fundamental research to application-oriented research.

Besides the individual research activities of the members, ERCIS combines and supports selected research aspects of Business Informatics in competence centers. They serve to strengthen research in specific areas. The companies on the advisory board come from various sectors, which guarantees the relevance of research for practice. Regular meetings of the board of directors and the advisory board, as well as annual workshops with the associated partners held at different locations ensure continuous, direct and productive exchange.

Finally, young researchers also benefit from the research collaborations. Many ERCIS members offer exchange programs

that last one or two semesters at a partner university so that students can acquire international experience. Joint lectures organized by several ERCIS members, as well as guest talks by ERCIS lecturers contribute to the internationalization of teaching.

The following pages provide an overview of the various activities conducted by ERCIS and its partners. If you are interested in getting in contact with the network, please feel free to contact us!

www.ercis.org

Dear fellow ERCIS partners and interested readers of this report,

Another interesting year has gone by, with exciting research and a lot of new projects, publications, co-operations and ideas for further collaborative conjoint activities. This report is the third one of its kind and is packed with interesting news from our partners. It also contains additional information about ERCIS network research and teaching activities.

First of all, I would like to welcome two new members to the ERCIS network: the University of Twente in the Netherlands and the University of Agder in Norway. The University of Twente inherited the membership of the Novay Institute, and we are happy to have Jos von Hillgersberg and his team as our new ERCIS contacts. We also warmly welcome Bjørn Erik Munkvold and his team from Agder. Bjørn Erik presented the University of Agder and the Department of Information Systems at this year's annual meeting in Bordeaux, France. Seventeen participants from nine partner institutions came together to discuss ongoing research projects, prospects for further collaboration and the Grand Challenges of IS. As a follow-up to this discussion, we are currently setting up a Delphi Study to investigate the Grand Challenges in more detail. At this point, I would like to thank Tatiana once again for hosting this year's meeting and making it a very productive and pleasant event. More details about the ERCIS meeting in Bordeaux can be found in this report. Our partners from Lithuania have offered to host next year's meeting in Kaunas, and I would be more than happy to see all our partners there next year!

Apart from the Delphi Study concerning the Grand Challenges of IS, we are also holding a completely virtual seminar with thirty-three students from six ERCIS partner institutions. The students have to write an academic paper about one of the Global Challenges facing humanity, and they all work in virtual teams with partners they have never met from different universities. This seminar is an interesting experience for the students as well as for the supervisors, and it shows that the network offers a lot of different possibilities for new ways of collaboration. The Networked Service Society project is another good example. It is a collaborative activity of the University of Münster, the Queensland University of Technology, the KAIST College of Information and Science, and the University of Waikato. In 2011, several PhD students from Münster spent some time in Brisbane working on the innovative design of artifacts in three decisive areas of service research, namely professionalization, digitalization, and sustainability. Unfortunately, two further research project proposals for EU-funded research projects, which we wrote with several ERCIS partners, were rejected this year. PropelleR (Promoting Business Process Management Excellence in Russia) and Satori (Simplification of Credit Recognition in Europe) were conjoint network activities, and I am sure that we will keep in good spirits and resubmit the proposals next year. A first step is a granted and funded workshop in Russia in March 2012, using the main ideas of PropelleR and hopefully leading to a second submission of the full proposal to the EU.



In addition to all the different research and teaching activities that went on this year, the ERCIS team, namely Dr. Armin Stein, Katrin Bergener, Sara Hofmann and Marcel Heddier, did a lot to create awareness for the ERCIS network. In order to foster our network identity and to enhance our public outreach, we designed a new ERCIS brochure, which will be available for all ERCIS partners, and distributed ERCIS banners to our partner institutions. The new ERCIS claim "The IS Research Network" is a result of this endeavor as well.

As you can see, a lot has happened in 2011, and I am really looking forward to seeing you all in Kaunas, Lithuania, next year for another interesting meeting and a lively exchange of knowledge within the network, because, as I always like to stress, "ERCIS is what we make of it".

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SECOND ANNUAL ERCIS WORKSHOP IN BORDEAUX

2011's Annual ERCIS Workshop took place in Bordeaux in May and was hosted by Tatiana Chameeva-Bouzdine from the Bordeaux School of Management (BEM). The diversified program consisted of social events as well as intensive working and discussion sessions.

Starting with the first evening, Tatiana invited the whole crew to Le Wine Bar in the heart of Bordeaux. Seen from a scientific point of view, we were able to test the assumption "Bordeaux is a great wine region" through an action research project. Topic-related discussions were not lacking either; for instance, a joint ERCIS seminar was settled.

In the next morning, the workshop session started, which was opened by Christophe Estay (Director of Research at BEM) and Tatiana, who welcomed the participants. After a short introduction by Jörg, who briefly introduced the day's outline, Jan presented the now-published CIS paper "Current and Future Issues in BPM Research: A European Perspective from the ERCIS Meeting 2010", which is the outcome of 2010's Annual Workshop in Liechtenstein. A look at the author list clearly shows that the network is well on its way to becoming a vibrant and active community.

Afterwards Jörg presented the ERCIS team, consisting of Armin, the Managing Director of ERCIS, as well as Katrin, Marcel and Sara, who in cooperation with Tatiana and

Oihab had organized the whole workshop. Furthermore, he announced that the network is now a member of the ECWT, the European Centre for Women and Technology, underlining ERCIS' dedication to supporting women in the IS domain.

ERCIS' newest members were presented: the University of Agder in Kristiansand, Norway, whose contact Bjørn Erik also attended the Workshop, and the University of Twente in Enschede, Netherlands with its contact person Jos van Hillegersberg. The former Dutch ERCIS partner, the research institute Novay, had handed over its place to the nearby University of Twente. Further activity in the network included the handoff from Milan to Rome, and in Russia, the branch of the Higher School of Economic in Nizhny Novgorod joined the network. In addition, two competence centers concerning BPM in financial industries and topics of smarter work were founded.

Next, Armin and Jörg presented ongoing and proposed ERCIS projects characterised by more than one ERCIS partner working together. These projects were PropelleR (Promoting Business Process Excellence in Russia), an EU FP7 project proposal with Australia and the USA as advisory board members, and Denmark, Poland, Finland, Russia, Lithuania, Italy, Switzerland, Liechtenstein and Germany as participants; and Satori (Simplification of Credit Recognition

in Europe), a project applied for at ERASMUS Mundus, with Australia, the Netherlands, Liechtenstein, Poland, Finland and Germany involved. Although having received good evaluations from the reviewers, both projects were unfortunately rejected. As an ongoing project, NSS, the Networked Service Society, which is funded by the German Federal Ministry of Education and Research, including partners from Germany, Australia, South Korea and New Zealand, was presented. Finally Jan introduced iFarm, a project applied for at the National Science Foundation of China with Liechten-



stein, China, Germany, Italy and Finland. Using the Hilti Fellowship Program in Liechtenstein, which regularly attracts ERCIS students to join, Jörg proposed the dissemination of such programs throughout the network. Usually, students from our partners are reliable and perform well in such environments. Furthermore, he appealed for advertising weekly or repetitive events like the ERCIS lunchtime seminar (which takes place once a week at the ERCIS headquarters in Münster) throughout the network. The remainder of the session was used to present a draft of the ERCIS mission and to revise the rights and obligations of the ERCIS members.

During the second session, this year's topic, the Grand Challenges of IS, was discussed. For this, Marcel gave a short introduction to Grand Challenges, their definition, the research method and the expected outcome. Following this, each participant had 20 minutes to think about three to five Grand Challenges of IS. This resulted in 51 suggestions, which were presented and then preliminary clustered. Afterwards a steering committee was built consisting of participants serving as evangelists for the project and discussing intermediate results. The steering committee consist of Jörg, Jan, Stanislaw, Marco, Bjørn Erik and Reima. The subsequent survey with experts is currently being prepared.

Bjørn Erik presented the University of Agder as new ERCIS member in the next session. The entry was formally executed by Bjørn Erik and Jörg signing the Certificate of Membership. The session closed with Eun, who gave an overview of the competence center "Smarter Work". Additionally, he presented two project proposals, one from the field of e-government and one addressing the domain of smarter work.

The afternoon went on with a visit to the beautiful town of Saint-Émilion, which is not only famous for its tasty wine but also for its subterranean corridors and halls, which we visited. Finally, in the evening, we had a delicious dinner in a nearby castle.

In the next morning we visited the bay of Arcachon and walked up to the Dune du Pyla. 2011's Annual ERCIS Workshop ended with a great oyster lunch. Armin, Tatiana and Rimantas even enjoyed taking a swim in the Atlantic Ocean.



Participants in 2011's Workshop were Jörg Becker, Katrin Bergener, Marcel Heddier, Sara Hofmann, Ulrich Müller-Funk and Armin Stein from Germany; Eun Kim from South Korea; Jan vom Brocke and Bernd Schenk from Liechtenstein; Reima Suomi from Finland; Marco De Marco from Italy; Stanislaw Wrycza from Poland; Rimantas Butleris and Kestutis Kapocius from Lithuania; Tatiana Chameeva and Oihab Allal-Cherif from France; and Bjørn Erik Munkvold from ERCIS' new partner institution in Norway.

Save the date: Next year's ERCIS Workshop will take place in Kaunas, Lithuania, from 18th to 20th June 2012!

TWO NEW ERCIS MEMBERS – AGDER AND TWENTE



UNIVERSITY OF TWENTE.



ERCIS WELCOMES TWO NEW MEMBERS

In 2011 the ERCIS network was happy to welcome two new member institutions: the University of Twente in Enschede, the Netherlands, and the University of Agder in Kristiansand, Norway.

The University of Twente (UT) took over the place of the former Dutch ERCIS partner,

the research institute Novay, as the activities of the UT better fit the goals of ERCIS. In July, Jörg Becker, Michael Räckers and the ERCIS team visited the UT, which had organised a seminar on the occasion of joining the ERCIS. Peter Apers, Scientific Director of CTIT, talked about the key role of ICT in many areas of society such as healthcare, energy and mobility. He stressed the great

importance of international cooperation. Jos van Hillegersberg, the UT's ERCIS contact, sees many opportunities for staff and students of the UT. "UT employees who spent time as guest researchers in Münster had a great experience. This kind of cooperation is now being expanded in the ERCIS context. We see opportunities for joint EU projects." There are also advantages for students. Van Hillegersberg says: "for students it will be made easy to study internationally. Within ERCIS we are working on a European Course Catalogue which offers ERCIS members insight in courses offered." Finally, Jos had organised a quiz with questions on Twente on ERCIS' headquarters in Münster.

In September, Armin and Sara from the ERCIS visited the University of Agder in the beautiful city of Kristiansand. They met, at the kind invitation of Carl Erik Moe and Bjørn Erik Munkvold, PhD students and faculty members of the Information Systems department of the University of Agder. During this meeting, the team presented



opportunities the network provides and discussed with the participants ways in which the cooperation between ERCIS partners can be identified. Some of the aspects will already be implemented in the forthcoming website. We also used the opportunity to present the ERCIS and its exchange possibilities to students from the University of Agder. The day ended with a very delicious pizza meal with Carl Erik, Maung Sein, Moutaz Haddara and Øyvind Hellang. Unlike in Germany, where everyone eats his own little pizza, we learned that in Norway huge pizza plates are ordered, which are then shared. This shows once again that apart from getting new insights in research activities, ERCIS also broadens one's horizon with regard to cultural aspects.





Prof. Alessandro D'atri

IN MEMORY OF PROF. ALESSANDRO D'ATRI
Prof. Alessandro D'atri, 60, Professor of Organizational Behaviour and Director of the Center for Research on Information Systems of the LUISS Guido Carli (www.luiss.it) and our Italian member of the ERCIS network, passed away on April 22nd, 2011, after a long fight with cancer. He was a prominent founder of the Information Systems discipline in Italy and an internationally renowned researcher. We deeply regret his loss. If you knew Alessandro, please feel free to leave a comment at <http://www.cersi.it/in-memory-of-sandro.html>.

RUSSIAN HONORARY TITLE FOR PROF. DR. JÖRG BECKER

Jörg Becker was honored by the National Research University in Moscow. In the course of a ceremony on Friday, July 1st, Prof. Jörg Becker was awarded for his outstanding research on process management, for his long lasting cooperation with the Russian university and for his support in establishing the Information Systems discipline at HSE. The honorary title was granted in the context of the "European Innovations Forum for Information Systems". Vadim Radaev, prorector of HSE, presented Becker with the honorary certificate. Becker accepted the distinction with pleasure: "The Higher School of Economics has



Prof. Dr. Jörg Becker in Moscow

been an important partner for many years—in research cooperation as well as in the exchange of researchers and students. I am very happy about this honour."

GENERAL PARTNER EMAIL ADDRESSES

In order to simplify the communication between the ERCIS partners, we decided to create general email addresses for all partners, like bordeaux@ercis.org, vaduz@ercis.org etc. These mailing lists contain all contact persons of the specific partner institutions. This way, if you want to get in contact with a specific ERCIS partner institution, you can just write an email to the distinct partner address and you will reach all persons that are involved in the network.

ERCIS LAUNCHPAD

In 2011 the ERCIS Launchpad took place for the fourth time. It is a competition for IT start-ups in which students in particular are asked to present their start-up ideas. The aim of the initiative is to make young founders able to realize their ideas. This



ERCIS teams at the marathon relay in Essen, Germany

year's winner, Till Achinger from the company 'riverlabs', presented a procedure to take high-quality pictures of products sold on the internet that online shop providers can use for promotional purposes. Riverlab is funded by prize money as well as infrastructural and advisory support.

ERCIS ON FACEBOOK

Since 2011, the ERCIS network can be found on Facebook as well. This is an informal and quick way for all ERCIS members to share interesting news and get informed about current events and activities. Find others who "like" ERCIS and stay in contact!

ERCIS SPORTIVE

Like last year, in 2011 ERCIS' German section participated again in the marathon relay in Essen, Germany. However, this time we were able to motivate four teams to take part: three male and one mixed team. The fastest team, the 'ERCIS Modeling Athletes', even completed the 42 km in 3:16h. Congratulations!

ERCIS@ECIS

During the ECIS in Helsinki in June 2011 we had a really nice ERCIS@ECIS meeting. Several members of the network met in the cafeteria of the Aalto University to get to know other ERCIS members, exchange ideas, talk about research topics or just have a drink. We planned new exchange programs in the network, visiting research

opportunities and many other interesting activities.

ERCIS@PACIS

ERCIS members met in the course of the 15th Pacific Asian Conference on Information Systems (PACIS) that was held in Brisbane, Australia in July 2011. Apart from conducting and attending presentations, panels, and key note speeches, there also was time for individual talks at the conference location and during the social program.



ERCIS@ECIS meeting



ERCIS@PACIS meeting

ERCIS LUNCHTIME SEMINAR

In 2011, the ERCIS Lunchtime seminar was held for the second time. Like last year, several speakers from the ERCIS Headquarters, from other ERCIS Members and some external guest speakers presented interesting and current IS topics and ongoing research. National and International guest speakers this time were Russel Haines from the Old Dominion University in Norfolk (UK), Omar Choudary from the University of Cambridge (UK), Alexander Simons from the University of Liechtenstein (Liechtenstein), Pamela Abott from the Brunel University in London (UK), Jella Pfeiffer from the University of Mainz (Germany), Anne Schaefer from the Frankfurt School of



Finance and Management (Germany) and Christian Janiesch from the KIT (Germany). The whole spectrum of topics was covered, from fraud detection and analysis, over the political influence of micro-blogging and up to performance measurement systems for humanitarian logistics. As always, the talks were preceded by free lunch for the participants and followed by fruitful and interesting discussions.

FOLLOW-UP TO EU PROPOSAL PROPELLER GRANTED

As the EU proposal PropelleR unfortunately was rejected (see Annual Report 2010), the decision to apply for a follow-up project supporting a new application proved to be the right thing to do. The German Ministry for Research and Education (BMBF) granted a three-day workshop in Moscow, Russia, bringing together ninety leading German and Russian researchers to discuss challenges and opportunities regarding Business Process Management (BPM). The workshop is currently scheduled for April 2012. An exact date will be published on the ERCIS website as soon as it is set. If you are interested in participating, please e-mail propeller@ercis.org.

RESULTS OF THE ANNUAL WORKSHOP 2010 SUCCESSFULLY PUBLISHED

Thanks to the extensive support of Jan vom Brocke and his team (Stefan Seidel and Alexander Simons), the paper "Current and Future Issues in BPM Research: A European Perspective from the ERCIS Meeting 2010" was successfully published in Communications of the Association for Information Systems (CAIS). The article reflects on the BPM research workshop that was conducted by seventeen IS researchers from eight European countries

as part of the 2010 annual ERCIS meeting. The results of this workshop suggest that BPM research can meaningfully contribute to investigating a broad variety of phenomena that are of interest to IS scholars, ranging from rather technical (e.g., the implementation of software architectures) to managerial (e.g., the impact of organizational culture on process performance). You can access the publication on the AIS website: <http://aisel.aisnet.org/cais/vol28/iss1/25/>. Through december 2011, the paper has been downloaded 198 times.

ERCIS ORGANIZES AMCIS 2012 MINI-TRACK ON E-GOVERNMENT

Jos van Hillegersberg (University of Twente), Carl Eric Moe (University of Agder), and Michael Räckers (University of Münster) were able to place a Mini-Track on e-Government on the Americas Conference on Information Systems (AMCIS) 2012 in Seattle, Washington, USA, August 9–12. The Call for Papers will begin early 2012, asking for contributions addressing success factors and enablers of the acceptance of e-Government services, as well as main factors that hamper the use of e-Government services. Furthermore, the Mini-Track searches for solutions on how the acceptance of e-Government services can be boosted. We welcome any contribution and hope to see you in Seattle at the ERCIS@AMCIS meeting!



ABOUT THE INSTITUTION

The Institute of Business-to-Business Marketing (IAS) is part of the ERCIS Headquarters located in Münster and represents one of three chairs under the roof of the Marketing Center Münster (MCM). Business-to-Business Marketing is traditionally the main research area of the IAS. In addition, the research program is continuously expanded to other interesting and current areas of research, such as the emergence of dominant designs and service marketing. Parts of the research program are realized with the help of associates from research and industry. The IAS has recently started to extend scenario analysis techniques in a research project together with the 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. This winter the IAS conducts a multi-media case study competition on aspects of eBusiness in cooperation with leading companies from eCommerce, Mobile Marketing, and Start-Up management.

RESEARCH TOPICS

Our research mainly focuses on topics from Industrial Marketing. The results of this work have, inter alia, been documented in the following five definitive textbooks: “Industriegütermarketing,” “Strategisches Marketing,” “Multivariate Analysemethoden,” “Fortgeschrittene Multivariate Analysemethoden,” and “Vermarktung hybrider Leistungsbündel.” The high quality of these publications has been highlighted by several awards, among those the renowned Georg-Bergler-Preis 2008 and the Transferpreis 2010 of the University of Münster for their outstanding link between practice and science within the project “H2-ServPay.”

CURRENT RESEARCH PROJECTS

Current research at the IAS is divided in two sections. In institutionally funded research projects, the IAS collaborates closely with industrial companies and practice-oriented associations to generate knowledge with a direct impact for the industry. Further research is focused on relevant topics in the international field of Marketing and conducted in the course of (cumulative) dissertation projects.

The IAS has been working on a cooperative research project together with the Chair for Information Systems and Information Management in Münster and the Chair for

International Marketing at the ESCP Berlin. The core focus of the project is the quantification of productivity in industrial services with the help of Data-Envelopment-Analysis (DEA). The publicly funded study represents a follow-up of the award-winning “H2-ServPay” project.

In cooperation with the Institute of Accounting and Auditing in Münster and the Institute of Public Auditors, the IAS uses scenario analysis to assess the challenges and chances auditors will face in the year 2025. Although not a Marketing topic, we use our expertise in multivariate methodology to provide a substantial contribution to the goals of the project.

On the other hand, the IAS has been publishing studies in the field of industrial marketing in international journals and book publications.

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

PUBLICATIONS

Dissertations

Motullo, Marco:
Adoption und Nutzung sozialer Online-Netzwerke: Empirische Analysen zur Erklärung und Prognose des individuellen Nutzerverhaltens

Neun, Harald:

Verhandlungen im internationalen Vertrieb: Empirische Analysen kultureller Einflüsse in intra- und internationalen Verhandlungen

Zerres, Alfred:

Negotiation in B2B-Marketing – Cumulative Evidence and Innovative Insights from Experimental Research.

Habilitations

The IAS employs Dr. Michael Steiner as Assistant Professor. Michael Steiner’s research activities focus on brand management and consumer behavior (especially preference measurement).

Articles in International Journals

Hüffmeier J., Freund, P.A., Zerres, A., Backhaus, K., Hertel, G.:
Being tough or being nice? A metaanalysis on hard- and softline strategies in distributive negotiations, in: Journal of Management.

Eisenbeiss, M., Backhaus, K., Blechschmidt, B., Freund, P. A.:
“The (real) world is not enough”: Motivational drivers and user behavior in virtual worlds, in: Journal of Interactive Marketing.

Backhaus, K., Lügger, K., Koch, M.:
The structure and evolution of business-to-business marketing: A citation and co-citation analysis, in: Industrial Marketing Management.

Backhaus, K., Steiner, M., Lügger, K.:
To invest, or not to invest, in brands? Drivers of brand relevance in B2B markets, in: Industrial Marketing Management.

Backhaus, K., Stingel, S., Koch, M.:
Biased tariff choices: Exploring role effects in B2B settings, in: Journal of Business-to-Business Marketing.

Zerres, A., Hüffmeier, J.:
Too many cooks spoil the soup: How negotiating teams deteriorate the negotiators relationship, in: Die Betriebswirtschaft (DBW).



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KEY FACTS

INSTITUTION

- Founded in 1986
- Researchers: 10

RESEARCH TOPICS

- Industrial Marketing
- Negotiation Behavior
- Standardization Processes
- International Marketing

EVENTS

Marketing Alumni Symposium
(Social Media – Klassisches Marketing vor dem Log-Out?)

UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – CHAIR FOR INFORMATION SYSTEMS AND INFORMATION MANAGEMENT

› University of Münster – Department of Information Systems – Chair for Information Systems and Information Management www.wi.uni-muenster.de/is

ABOUT THE CHAIR

The Chair for Information Systems and Information Management at the WWU Münster, directed by Prof. Dr. Jörg Becker, Professor h.c. (NRU – HSE, Moskau), currently comprises 24 postgraduate research assistants and seven post docs as well as 20 undergraduate research assistants. Since April 1st, 2010, PD Dr. Axel Winkelmann serves as acting professor, as Prof. Dr. Jörg Becker is actually doing a sabbatical as Prorector of the University of Münster.

The courses offered as part of the Bachelors and Masters programs on Information Systems comprise Process Modeling (Application Systems, Information Modeling, Workflow Management) and Data Modeling (Data Management, Management Information Systems and Data Warehousing) topics. Early on in their studies students can enroll in additional domain-specific courses such as Elective Modules, Project Thesis, and Seminars. Soft skills like presentation techniques and rhetoric are also conveyed. All courses consequently focus on integration with current research and industry projects.

RESEARCH TOPICS

Focus areas of research are Process Modeling and Data Modeling. Besides developing and evaluating new modeling methods, the methods are transferred into practice to generate business value for companies and governmental organizations. Focused domains of research comprise Service Science Management and Engineering (SSME), Retail/Wholesale, and E-Government. As the chair is embedded in the European Research Center for Information Systems (ERCIS), the research projects incorporate Information Systems, Computer Science, Business Administration, and legal points of view.

SELECTED RESEARCH PROJECTS

ServDEA

Beginning in September 2010 and continuing through June 2014, the new joint



research project ServDEA will use the operations-research method data envelopment analysis (DEA) to develop a software tool that is capable of benchmarking so-called product-service-systems. The research-partners of this research endeavor comprise the Chair of Prof. Wilken at the ESCP Berlin as well as the Chair of Professor Backhaus (both marketing) and the European Research Center for Information Systems (ERCIS). The professional partners that support the evaluation are DMG AG, ThyssenKrupp AG and Trumpf GmbH + Co. KG. The research project is funded by the BMBF (Bundesministerium für Bildung und Forschung) within the funding program “Productivity of Services”.

KollaPro

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

AgeGov

From 2009 to 2014, the fellowship-based project will address questions of ICT & Aging. Specifically, it seeks to investigate

into how governmental institutions might be able to contribute to addressing aging-related societal challenges. The project builds upon an inter-disciplinary research approach and embraces economical, technological, and political science perspectives. Initial ideas for the project were crafted particularly during research visits in Japan, the world’s ‘oldest’ country when it comes to the population share of citizens aged 65 years and older. Here, joint comparative research was carried out involving ERCIS, the Department of Political Science (University of Münster), and the Okuma School of Public Management (Waseda University, Tokyo).

We Change

In order to improve innovation capability of companies in times of demographic change, WeChange develops a demographic-sensitive social augmentation and innovation platform based on theoretical insights into augmented reality, social media, technology acceptance, and IT-based business processes. Participants in the project are the ERCIS, the University of Mannheim and CAS Software AG.

Networked Service Society

The project “Networked Service Society” contributes to the understanding and the innovative design of the relationship between Service-Networks and IT. The goal of the project is to establish a long-term research infrastructure with institutions from the Asia-Pacific region. Cooperating partners in this project are the University

of Münster (Germany), the QUT in Brisbane (Australia), the University of Waikato (New Zealand), and the Korea Advanced Institute of Science and Technology (Korea).

SELECTED PUBLICATIONS

Becker, J.; Beverungen, D.; Knackstedt, R.; Müller, O.: Pricing of Value Bundles: A Multi-Perspective Decision Support Approach. In: Enterprise Modelling and Information Systems Architectures, 6 (2011) 2, S. 54–69.

Pöppelbuß, J.; Niehaves, B.; Simons, A.; Becker, J.: Maturity Models in Information Systems Research: Literature Search and Analysis. In: Communications of the AIS, (2011) forthcoming.

Röglinger, M.; Pöppelbuß, J.; Becker, J.: Maturity Models in Business Process Management. In: Business Process Management Journal, (2011) forthcoming.

vom Brocke, J.; Becker, J.; Braccini, A.; Butleris, R.; Hofreiter, B.; Kapocius, K.; De Marco, M.; Schmidt, G.; Seidel, S.; Simons, A.; Skopal, T.; Stein, A.; Stieglitz, S.; Suomi, R.; Vossen, G.; Winter, R.; Wrycza, S.: Current and future issues in BPM research: a European perspective from the ERCIS meeting 2010. In: Communications of the AIS, 28 (2011) 1, S. 393–414.

Becker, J.; Bergener, P.; Delfmann, P.; Weiß, B.: Modeling and Checking Business Process Compliance Rules in the Financial Sector. In: Proceedings of the 32nd International Conference on Information Systems (ICIS 2011). Shanghai, China, 2011.

Beverungen, D.: Mapping the Emerging Field of Service Science: Insights from a Citation Network and Cocitation Network Analysis. In: Proceedings of the 32nd International Conference on Information Systems (ICIS). Shanghai, China, 2011.

DISSERTATIONS

Herwig, Sebastian: Geschäftsprozessanalyse – Methodische Konzepte und Werkzeugunterstützung zur Konstruktion und Anwendung analysierbarer Geschäftsprozessmodelle. Dissertation. University of Münster, Münster 2011.

Lis, Łukasz: Research Portals: An Instrument for the Representation of Research Information. Dissertation. University of Münster, Münster 2011.

Müller, Oliver: Supporting Service Customer Decision Making – Design and Evaluation of IT Artifacts. Dissertation. University of Münster, Münster 2011.

Weiß, Burkhard: Process Modelling and Analysis in Banks – Leveraging Business Process Optimisation in the Financial Sector. Dissertation. University of Münster, Münster 2011.

HABILITATIONS

Delfmann, P.: Verteilte Informationsmodellierung. Methodische und technische Konzepte zur Disambiguierung und Analyse arbeitsteilig entwickelter Informationsmodelle. Habilitation, University of Münster. Münster 2010.

SELECTED EVENTS

MEMO Congress

The sixth annual congress MEMO 2011 (Methods and Tools for Modernising the Public Administration) dealt with two hot topics facing current public administrations: “Process Management as a key to modern public administrations” and “Risk in IT and Law”. The congress, which was attended by 200 visitors, was held under the patronage of the Interior Minister of the federal state of North-Rhine Westphalia Ralf Jäger.

HIS Congress

This year’s Congress “Retail Information Systems” (Handelsinformationssysteme – HIS) was the fifteenth of its kind at the University of Münster. About 150 attendees got the chance to listen to a variety of presentations from research as well as from practice and participate in several discussion forums on the topic “IT in Networks”. The CIO panel was well-attended, as prestigious leaders from companies like macrocosm GmbH, VEDES AG and Synaxon AG gave their insights into the topic “Social Media in Retail”. The networking dinner was held in the restaurant “Heaven” and included a dinner speech from EDEKA executive board member Dr. Reinhard Schütte.



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KEY FACTS

INSTITUTION

- 24 Research Assistants
- 7 Post Docs
- 20 Student Assistants

RESEARCH TOPICS

- Information Modelling
- Service Sciences
- Process Management
- Retail Information Systems
- eGovernment

UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – IT SECURITY RESEARCH GROUP

ABOUT THE INSTITUTION

In a world where computer networks are an indispensable backbone of wealth and growth, basic knowledge of the principles of security and privacy are no longer the domain of spies and specialists. Instead, this qualification will soon belong to the set of elementary skills of every businessperson and citizen – just like nowadays everyone knows how to operate a door lock, or not to issue a blank check. The IT Security Research Group at the Department of Information Systems takes an interdisciplinary approach on a range of research questions in information security and privacy. Focus areas of research include economics of information security and privacy, multimedia security, digital forensics, privacy-enhancing technologies, and usable security. Rainer Böhme, assistant professor in Münster since September 2010, heads the group.

TEACHING HIGHLIGHTS: SAP AND AUTOMOTIVE SECURITY

Two projects seminars dedicated to security topics brought ERCIS master students in touch with security practitioners. In the first project, three students explored possibilities to integrate SAP ERP software into enterprise-wide security monitoring systems. The team developed an interface to extract security-relevant information from SAP logs and pass it on in a more standardized log format. Team members present



ed the approach to potential customers at an industry trade fair. The second project deals with embedded security in the automotive domain. As cars increasingly turn into rolling computers with networking capability, it is crucial for public safety to get the security mechanisms right from the very beginning. A project team of six hardens cryptographic implementations on automotive microcontrollers against differential power analysis (DPA), a class of devastating attacks. The team's countermeasures can help to make it far more difficult to clone electronic car keys, get access to on-board networks, manipulate odometers, or remove records about previous events in a car's lifecycle. We thank our project partners Integralis, a security consultancy, and ESCRYPT, a cryptology-engineering lab, for the fruitful collaborations.

RESEARCH HIGHLIGHTS: PRIVACY DOES NOT HURT IN SOCIAL LENDING

In a series of recent papers, we have investigated the privacy aspect in online social lending, a new form of organizing private loans over participative web platforms. In order to get a loan project funded, borrowers have to disclose details about their person and the envisaged project on publicly accessible websites. To some degree, borrowers can choose the extent of disclosure. This calls for interesting empirical research on what (and how much) personal data is disclosed, and with what effect. After constructing several privacy metrics to quantify the amount of personal data disclosure from qualitative statements, we regress them against our variables of interest while controlling for third variables, such as loan amount, maturity, and credit grade. Most interestingly, we find no evidence that disclosing more personal data leads on average to better credit conditions. As a result, potential borrowers are advised to refrain from publishing unnecessary details and rather maintain better privacy. When looking at determinant of data disclosure, we find strong support for herding behavior: new borrowers mimic the disclosure behavior of their preceding peers.

DISSERTATION

In his dissertation "Forensic Analysis of Resampled Signals," Matthias Kirchner proposes novel signal-processing techniques to detect manipulations in digital



Master students testing automotive hardware against leakage of secret key information

images if they involve or interfere with interpolation operations. Shortly after his defense in November 2011, he moved on to a post-doctoral position at the International Computer Science Institute in Berkeley, sponsored by a DAAD fellowship. He is now our ERCIS outpost in California.

UPCOMING EVENT: WEIS 2012

After Berkeley, Cambridge, Carnegie Mellon, Tuck School, and twice Harvard, in its 11th year the renowned Workshop on the Economics of Information Security (WEIS) goes to Berlin and thus for the first time to continental Europe. Rainer Böhme is proud to organize the event jointly with Gert G. Wagner and Nicola Jentzsch of DIW Berlin, an economic research institute. The workshop will take place in the Berlin-Brandenburg Academy of Sciences located in the heart of downtown Berlin on 25–26 June 2012. The paper submission deadline is 24 February 2012.

PUBLICATIONS

(SINCE OCTOBER 2010, SELECTION)

Böhme, R. (2010):
IT Sicherheit: Umdenken nach Stuxnet? [IT Security: Do We Need to Rethink After Stuxnet?]. *Wirtschaftsdienst* 90 (10), 642.

Böhme, R. (2010):
Security Metrics and Security Investment Models. In I. Echizen, N. Kunihiro & R. Sasaki (eds.): *Advances in Information and Computer Security*. LNCS 6434, Springer-Verlag, Berlin Heidelberg, 10–24.

Böhme, R. (2010):
Towards Insurable Network Architectures. *IT – Information Technology* 52 (5), 290–293.

Böhme, R. (2011):

Wann sind IT-Security-Audits nützlich? [When are security audits useful?] *Proceedings of Wirtschaftsinformatik 2011*, volume 1, 385–394.

Böhme, R. & Kirchner, M. (2011):

Counter-Forensics: Attacking Image Forensics. In N. Memon & H. Sencar (eds.): *Digital Image Forensics: Problems, Advances and Challenges*. Springer-Verlag, New York. In press.

Böhme, R. & Grossklags, J. (2011):

The Security Cost of Cheap User Interaction. *New Security Paradigms Workshop*, Marin County, CA, September. ACM Press. In press.

Böhme, R. & Grossklags, J. (2011):

Vanishing Signals: Trading Agent Kills Market Information. *NetEcon Workshop*, San Jose, CA, June.

Böhme, R. & Pöttsch, S. (2011):

Collective Exposure: Peer Effects in Voluntary Disclosure of Personal Data. In G. Danezis (ed.): *Financial Cryptography and Data Security*. LNCS 7035. Springer-Verlag, Berlin Heidelberg, 1–16.

Johnson, B., Böhme, R. & Grossklags, J. (2011):

Security Games with Market Insurance. In J. S. Baras, J. Katz & E. Altman (eds.): *Decision and Game Theory for Security*. LNCS 7037, Springer-Verlag, Berlin Heidelberg, 117–130.

Lai, S.-Y. & Böhme, R. (2011):

Countering Counter-Forensics: The Case of JPEG Compression. In T. Filler et al. (eds.): *Information Hiding*. LNCS 6958, Springer-Verlag, Berlin Heidelberg, 285–298.



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KEY FACTS

IT SECURITY RESEARCH GROUP

- Launched in fall 2010
- 3 researchers

RESEARCH TOPICS

- Economics of Information Security
- Digital Forensics
- Steganography and Steganalysis
- Privacy-Enhancing Technologies
- Economics of Privacy
- Security and Usability



Matthias Kirchner is now a Post-doctoral Fellow in Berkeley

UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – CHAIR FOR INFORMATION SYSTEMS AND LOGISTICS

ABOUT THE CHAIR

The Chair for Information Systems and Supply Chain Management at the WWU Münster, directed by Prof. Dr.-Ing. Bernd Hellingrath, currently comprises eight post-graduate researchers and one post-doc. The major objective is to make a qualitative research contribution in the areas of supply chain, logistics, and operations management with respect to the development of new theories and concepts by means of information systems in cooperation with industrial and research organizations.



Process Documentation Workshop in cooperation with the German Red Cross

The courses offered within the Bachelor and Master programs on Information Systems and Business Economics focus on the principles and application of Information Systems for the design, planning and execution of supply chains. Early on in their studies students can attend additional domain-specific courses such as elective modules, project seminars and seminars. Especially within the project seminars, mostly offered in cooperation with industrial partners, students get the chance to put the learned scientific knowledge to practice. One example is the project seminar “HumLog[em]”, which is targeted at modelling and analyzing logistic processes of humanitarian organizations in cooperation with the German Red Cross and humedica. The project seminar “SmartTrans” that has been carried out in cooperation with Hermes EinrichtungsService is another example. In this case, the objective was to design a new innovative supply chain structure for the industry partner. Furthermore, it has been evaluated which IT systems support

the operations of the resulting new supply chain design most efficiently.

Several field trips to companies from different industries such as production (Schmitz Cargobull AG) or logistics (Hellmann Worldwide Logistics, DHL International GmbH, Fiege Medical Order Center) establish a bridge between the learned theoretical knowledge and its application in practice.



Excursion to Fiege Medical Order Center

RESEARCH TOPICS

The research of the Chair focuses on information systems in designing, planning and controlling supply chains, thereby developing service-oriented concepts for enabling companies to adapt their supply chains to changing business environments.

One current research topic lies in the optimal design of hybrid supply chains. Hybrid supply chains are structured according to different customer segments and the customer order decoupling point, i.e. the point where customer-independent processes convert to customer-specific ones. The prudent adjustment of these parameters on the one hand reduces cost while, on the other hand, improving its performance and customer satisfaction.

Due to fluctuating customer demands and multiple sources of uncertainty, supply chains have to be capable of reacting and adapting to these unanticipated changes. The research topic of supply chain flexibility copes with this problem by developing methods for a flexible adjustment of capacity requirements and available capacities. Another research topic deals with the de-

centralized coordination of supply chains, especially collaborative planning (CP). Despite the urgent need for such coordination approaches in practice, experiences of decentralized concepts with respect to their applicability and their benefits for real hierarchical supply chains are still lacking. This research topic is therefore positioned in the context of evaluating CP concepts'. In addition to the aforementioned research topics, another one is established within the area of humanitarian logistics. The past decade has seen an ever-increasing number of natural and man-made disasters. The international community addresses the resulting humanitarian crises with concerted efforts and supports the affected communities in their survival. The research outcomes of humanitarian logistics shall support humanitarian organizations in managing and coordinating the international relief activities in a more efficient and effective manner.

CURRENT RESEARCH

In the field of hybrid supply chains research efforts are being made to develop a design framework. The framework shall provide different functionalities in order to model the structure of a supply chain, to determine segments of build-to-order and build-to-stock processes in respect to different influencing factors like the accepted lead time of the customer, etc.

Subject to the current research of supply chain flexibility is the development of a method that uses flexibility measures in the tactical network planning of distribution networks. Building blocks of research are the definition and quantification of supply chain flexibility, the identification and evaluation of flexibility measures, and the development of a method for the application of these measures.

Research efforts in the field of decentralised coordination are made by means of a self-developed agent-based framework. The framework allows the implementation

and quantitative evaluation of the improvements of decentralized coordination approaches.

Current research activities in the context of humanitarian logistics lie in the development of a specific performance measurement system considering reference processes within the whole humanitarian supply chain. Additionally, current supply chain management software tools are evaluated and the development of new tools in collaboration with other research institutes, relief organizations and IT service providers is discussed. Furthermore, the Chair is a member of the working group “Humanitarian Logistics” of the German Logistics Association (BVL). Prof. Hellingrath was nominated as head of two working groups investigating humanitarian logistics process analysis and information systems in disaster relief. The intermediate results of the research efforts have been presented by Prof. Hellingrath at the 28th German Logistics Congress in Berlin.

To convey the results of current research efforts, articles in various scientific contributions are published continuously. In this context, a special highlight was the attendance of the whole Chair at the Conference Logistics Management 2011 in Bamberg where four papers of the Chair were presented and discussed with the research community.

SELECTED PUBLICATIONS

Hellingrath, B., Böhle, C., and Terlunen, S. 2011. “Entwurf von Reverse Logistics-Lösungen mit Methoden des Enterprise Architecture,” in Proceedings of the LM2011 (II), Bamberg, Germany, pp. 357–378.



Group photo of the Chair at the Conference Logistics Management 2011 in Bamberg

Hellingrath, B., and Küppers, P. 2011. “Multi-Agent Based Collaborative Demand and Capacity Network Planning in Hierarchical Supply Chains,” in Proceedings of the 2nd Workshop on Artificial Intelligence and Logistics (AILog-2011), Barcelona, Spain, pp. 25–30.

Hellingrath, B., and Pfeiffer, D. 2011. “Performance measures for supply chain flexibility,” in Proceedings of the 23rd Annual NOFOMA Conference, Harstad, Norway, 2011, pp. 989–1005.

Hellingrath, B., Röttger, U., Böhle, C., and Anwander, S. 2011. “Theoretical Basics for Developing Business Information Systems for Jointly Managing Uncertainty, Communication, and Trust in Supply Chains,” in Proceedings of the Americas Conference on Information Systems, Detroit, USA.

Hellingrath, B., and Widera, A. 2011. “Survey on Major Challenges in Humanitarian Logistics,” in Proceedings of the 8th International ISCRAM Conference, Lisbon, Portugal.

Terlunen, S., Hellingrath, B., and Bittmann, S. 2011. “An Optimization model for positioning Customer Order Decoupling Points,” in Proceedings of the 23rd Annual NOFOMA Conference, Harstad, Norway, pp. 1259–1274.

DISSERTATIONS

Hermes, A.: Modellbasierte Bewertung von Potenzialen einer distributionsorientierten Programm- und Reihenfolgeplanung in der Automobilindustrie. Dissertation, Technische Universität Dortmund, Dortmund 2011.



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KEY FACTS

CHAIR

- Founded in 2008
- Researchers: 10

RESEARCH TOPICS

- Supply Chain
- Flexibility
- Segmentation
- Sustainability
- Central/Decentral Coordination
- Security
- Humanitarian Logistics

UNIVERSITY OF MÜNSTER – INSTITUTE FOR INFORMATION-, TELECOMMUNICATION-, AND MEDIA LAW (ITM)

itm

ABOUT THE INSTITUTION

The ITM is the leading Institute for Information, Telecommunication and Media Law in Germany. The Institute's work aims to explore the legal framework and underlying policies of the information society with a particular focus on "information" as an economic and cultural good. The Institute emphasizes the importance of interdisciplinary work since a proper understanding of the technological or economic background is a prerequisite to 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 CONSENT, LAPSI, and 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 law and consumer protection. As Information, Telecommunication and Media law is characterized as a cross-sectional matter, it cannot be fully covered by any of the traditional legal disciplines alone. The ITM, therefore, strives for interdisciplinary research and teaching activities.



CURRENT RESEARCH

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

CONSENT (Consumer sentiment regarding privacy on user generated content services in the digital economy) is an interdisciplinary research project on the EU level. CONSENT aims to examine consumer sentiment regarding privacy on user generated content (UGC) services such as Youtube, Facebook and MySpace in the digital economy. Within the LAPSI project (Legal Aspects of Public Sector Information), we explore the legal problems regarding Public Sector Information. LAPSI is also an EU-funded project.

TIMBUS (Digital Preservation for Timeless Business Processes and Services) is an interdisciplinary research project promoted by the Commission of the European Union and a part of the Seventh Framework Program for research and technological development (FP7). Project partners are research institutes, NGOs as well as reputable companies (Project Coordination by SAP AG) from Germany, Portugal, Austria, Ireland and Great Britain. The main objective of TIMBUS is to extend the field of ap-

plication of digital preservation from static data over the area of holistic and ongoing business processes. TIMBUS will explore the data filtering and data storage format for the activities and mechanisms that are considered necessary for a continuous access, retrieval and validation of current business processes. In the context of Business Continuity Management, a new toolkit will be developed. This Legalities Lifecycle Management will present an innovative and comprehensive legal solution for long-term preservation of business processes and will establish the next generation of Holistic Escrow Services. Moreover, the ITM is part of the German Research Network (Deutsches Forschungsnetz / DFN), which supports communication and the exchange of information between representatives of science, research, education and culture in national and international networks. Increasingly, our DFN members are being faced with issues regarding legal questions of liability, telecommunications and data protection. Therefore, the ITM functions as a legal consultant in terms of information and communication services.

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

PUBLICATIONS

Hoeren, T.,

Google Analytics – datenschutzrechtlich unbedenklich?, in: ZD 2011, pp. 3–6.

Hoeren, T., Herring, E.,

WikiLeaks und das Erstveröffentlichungsrecht des Urhebers, in: MMR 2011, pp. 500–504.

Hoeren, T.,

Rechtsprobleme beim Erwerb von Domains, in: Medienrecht Praxishandbuch – Band 3 Wettbewerbs- und Werberecht, 2011, pp. 411–471.

Hoeren, T.,

AnyDVD und die Linkhaftung, in: GRUR 2011, pp. 503–504.

Hoeren, T.,

Kleine Werke? – Zur Reichweite von § 52 a UrhG, in: ZUM 2011, pp. 369–375.

Hoeren, T.,

Prüfungsbescheide der Datenschutzaufsicht und ihre verwaltungsrechtliche Bindungswirkung, in: RDV 2010, pp. 1–5.

Hoeren, T., Herring, E.,

Urheberrechtsverletzung durch Wikileaks?, in: MMR 2011, pp. 143–148.

> University of Münster – Institute for Information-, Telecommunication-, and Media Law (ITM) www.uni-muenster.de/jura.itm/hoeren/

DISSERTATIONS

Neurauter, Sebastian:

Das Bauhaus und die Verwertungsrechte.

Lieckfeld, Malte:

Google Book Search.

Rempe, Christoph:

Die Ansprüche auf Rückruf und Entfernung aus den Vertriebswegen.

Rinken, Marina:

Die Haftung des mittelbaren Patentverletzers.

Semrau, Jana:

Das Neuheitskriterium in der kartellrechtlichen Kontrolle von Lizenzverweigerungen nach Art. 102 AEUV.



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KEY FACTS

INSTITUTION

- Founded in 1997
- Researchers: 15
- 3 additional education programs

RESEARCH TOPICS

- Information Law
- Telecommunication Law
- Media Law
- Informatics in Legal Profession

UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – CHAIR FOR INTERORGANIZATIONAL SYSTEMS

Interorganizational Systems Group

ABOUT THE INSTITUTION

Our research studies the impact of information and communication technology in an organizational context. We are interested in the development of the digital organization and the social organization: how do organizations and leaders respond to the challenges and opportunities of an informed society and economy? In particular we look at new modes of organizing, coordinating, and collaborating from the micro level of work practices, group and community practices to 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 integrating innovative ICT into existing practices and communities need to be studied in situ. We therefore advocate a Living Laboratory approach which emphasizes research and experimentation in complex real world settings addressing business or societal innovation. Typically multi stakeholders and researchers from different disciplinary backgrounds are involved.

RESEARCH TOPICS

We pursue this agenda in three, interrelated fields of research:

1. The Communication & Collaboration Management group studies communication and collaboration phenomena at different levels:

- On the inter-organizational or network level we are dealing with the impact of (new) ICTs on organizational forms (e.g. the proliferation of virtual organizations) and the practices of network and cooperation management.

- On the business process level we are investigating the potentials and application of novel systems such as real-time collaboration (RTC) systems or Social Software.

- On the team or group level we are looking into the adoption and appropriation of communication and collaboration infrastructure.

- On the individual level we are interested in questions of systems acceptance and perception.

The Competence Center Smarter Work (www.ercis.org/smarterwork) provides an institutional framework for collaboration with academic partners and industry.

2. The research group on Strategic Information Management comprises a team of researchers particularly interested in how

management can make effective use of information and communication technology to develop strategies and structures that meet the challenges of the information age. The research group's current research is in the fields of IT strategy, in the benefits of IT investments, and in managing IT operations for reliable services. The research group is aiming at providing guidance to senior executives by offering recommendations that are both theoretically well founded and carefully validated in industry practice.

3. The Interorganizational Systems and Infrastructures group studies ICT enabled networked modes of organizations and organizing. Empirically this covers a diverse range of meso level phenomena such as EDI networks, virtual organizations or Living Labs. We are currently focusing on pharmaceutical distribution and the tourism industry.

We take a particular interest in the development and transformation of interorganizational infrastructures. Specifically we study

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

CURRENT RESEARCH PROJECTS

Information infrastructures have become the backbone of modern societies. Managing complex administrative tasks, ensuring supply chain surveillance and control, managing and controlling international flows of funds, services, or goods all rely on information infrastructures to provide transparency, information access and platforms for participation for multiple, often diverse stakeholders, including public sector authorities. Such infrastructures affect the lives of individuals, public and private institutions as well as industries or cross-national governmental and non-governmental organizations. We will study the emergence of information infrastructures in health care in a joint project with Prof. Dr. Kai Reimers, RWTH Aachen, funded by Deutsche Forschungsgemeinschaft.

DISSERTATIONS

In his thesis "Continuity and Identity of Interorganizational Information Systems", Stefan Schellhammer focuses on the development of electronic ordering systems between pharmaceutical wholesalers and pharmacies since the 1980s. While a major part of the IS literature associates IT and its implications with change, this thesis sets out to investigate the theoretical as well as empirical nature of continuity. The continuous existence of IOIS over large timescales requires a concept of identity for IOIS. The publications discuss and evaluate alternative theoretical conceptualizations in light of the empirical material. Two theoretical frameworks of different scientific disciplines (biology and psychology of perception) have been proposed as extensions to the theoretical toolkits of IS researchers. The thesis has been supported by the German Academic Exchange Service.

The thesis "On the relevance of contextual variety for Internet Social Networking Research – Observations and implications from Social Network Sites usage within Universities" by Daniel Richter is assessing the topic of Social Software in general and Social Networking specifically. Where most of the existing literature does not take a

differentiated view on the contexts of use, the thesis examines contextual differences as a determinant of the adoption of Social Network Sites. The thesis draws on observations from the university context (students and scholars) and develops an agenda for future research on the topic.

SELECTED PUBLICATIONS

Rensmann, B.; Klein, S. (2011):

Sarkar, Butler & Steinfield (1995) "Intermediaries and Cybermediaries" Revisited: A Review and Identification of Future Research Directions for Intermediaries in Electronic Markets. In: Proceedings of the 24th Bled eConference, Bled, Slovenia.

Richter, D. (2011):

Analysing research collaboration on the micro level – the perspective of individual scholars in the IS discipline. In: Proceedings of the 15th Pacific Asian Conference on Information Systems (PACIS), Brisbane, Australia.

Schellhammer, St. (2011):

Affordances of Interorganizational Information Systems (IOIS) – A Pharmacist's Perspective. In: Proceedings of the 15th Pacific Asia Conference on Information Systems (PACIS), Brisbane, Australia.

Schellhammer, St. (2011):

Studying IOIS as Structurally Coupled Systems. In: Proceedings of the 24th Bled eConference, Bled, Slovenia.

Teubner, R. A.; Pellengahr, A. R.;

Mocker, M. (2011):

The IT Strategy Divide: Professional Practice and Academic Debate. ERCIS Working Paper No. 12, European Research Center for Information Systems. Eds.: Becker, J. et al. Münster, Germany.



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KEY FACTS

RESEARCH TOPICS

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



UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – CHAIR OF PRACTICAL COMPUTER SCIENCE

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ABOUT THE INSTITUTION

Since 1997, the Chair of Practical Computer Science has been led by Prof. Dr. Herbert Kuchen. He is responsible for teaching in the scope of software engineering, programming languages, and programming techniques. Maintaining close partnerships and collaborations with several local companies, we are offering students the chance to write bachelor and master theses with high practical relevance.

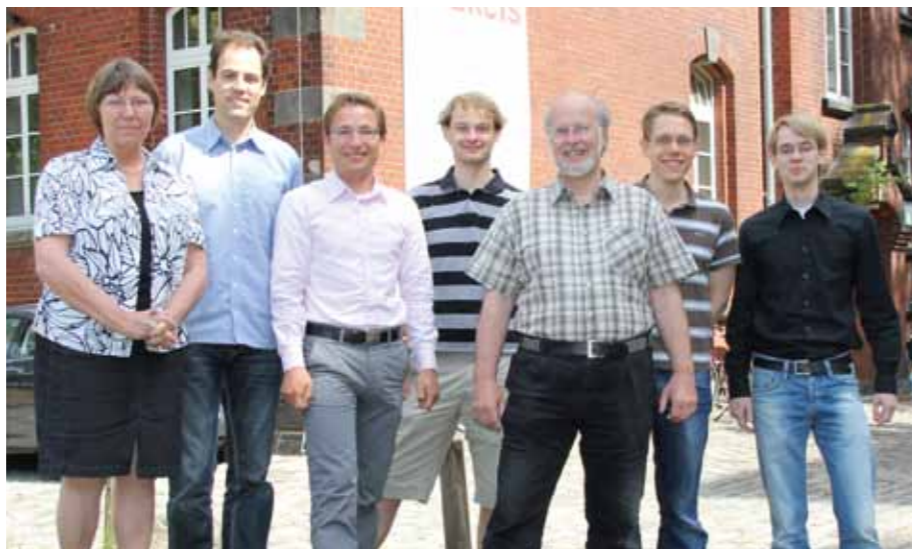
RESEARCH TOPICS

Our research focuses on selected aspects of software engineering. The most important fields of research are Business Apps, Model Driven Software Design, Parallel Programming, Software Testing, and Debugging. Furthermore, we are developing new methods and techniques in the area of E-Learning and E-Assessment systems.

CURRENT RESEARCH

With the recent rise of smartphones and similar mobile devices, mobile applications for business purposes (so called Business Apps) have become a major topic for software vendors and IT-departments of numerous companies. In a joint project with regional companies, we investigate the status quo of Business App development as well as typical requirements and problems. As a particular focus, we explore cross-platform development approaches to handle the platform heterogeneity in the smartphone market.

Practical exercises play an important role in academic teaching. Our E-Assessment



system EASy aims to facilitate the management of exercises and supports preparation, conduction, and postprocessing of exercises. EASy supports multiple-choice tests, programming tasks, and mathematical proofs as well as verification proofs. Currently, we are developing further modules to support additional types of exercises.

In the field of Model Driven Software Development (MDSD), we are working on a MDA-compliant generator framework for web applications, which supports model-to-model and model-to-source code transformations. The generator framework supports multiple platforms, incorporates data and process models and stands out due to its flexibility and suitability for real-world applications.

Domain-specific process modeling languages (DSLs) have the potential to greatly enhance the efficiency of the modeling process and the quality of process models. However, developing such DSLs is time-consuming and costly. Moreover, they need to be accompanied by model-to-model transformations, e.g. to the Business Process Modeling and Notation (BPMN). Therefore, we develop mechanisms for the integrated creation of domain specific process modeling languages and model-to-

model transformations, based on a generic framework.

Experience shows that the development of parallel programs is an elaborate and time-consuming task. The Münster Skeleton Library (Muesli) is a collection of high-level concepts that facilitate the development of parallel programs. The library contains so-called algorithmic skeletons, i.e. frequently occurring parallel programming patterns, which can be easily and efficiently combined to develop parallel applications. Recently, we have made Muesli ready for GPU processing using CUDA. Therefore we have added new distributed data structures to Muesli, containing skeletons that fully hide the details of distributed GPU programming. Muesli now scales on a broad range of parallel architectures from multi-core CPUs and GPUs to multi-core and GPU clusters as well as combinations of both.

Software testing is essential for the creation of high-quality software. Recently, we have improved the Münster generator of glass-box test cases (Muggl). In the past, it used a constraint solver for mixed-integer linear constraints based on a branch&bound algorithm on top of a primal simplex algorithm. The new, much more efficient approach uses a branch&cut algorithm on top of a dual simplex algorithm. In addition,

we have introduced a new arithmetic, which eliminates wrong solutions caused by rounding errors.

PUBLICATIONS

Ernsting, S. and Kuchen, H.:
Data Parallel Skeletons for GPU Clusters and Multi-GPU Systems. In Proceedings of the International Conference on Parallel Computing 2011 (ParCo11).

Gruttmann, S. and Usener, C. A.:
Prüfen mit Computer und Internet – Didaktik, Methodik und Organisation von E-Assessment. In: Ebner, M. and Schön, S.: Lehrbuch für Lernen und Lehren mit Technologien (L3T), 2011.

Heitkötter, H.:
Transforming PICTURE to BPMN 2.0 as Part of the Model-Driven Development of Electronic Government Systems. Proc. of the 44th Hawaii Int. Conf. on System Sciences (HICSS-44), 2011.

Hermanns, C. and Kuchen, H.:
JHyde – The Java Hybrid Debugger, Proceedings of 6th ICSoft, 25–35, Sevilla, 2011. T.A. Majchrzak, T. Jansen, H. Kuchen: Efficiency Evaluation of Open Source ETL Tools, ACM SAC 2011

T.A. Majchrzak, H. Kuchen:
Logic Java: Combining Object-Oriented and Logic Programming, Proceedings of WFLP 2011, LNCS 6816, 122–137, Springer Verlag, 2011.

Majchrzak, T. A. and Usener, C. A.:
Evaluating the Synergies of Integrating E-Assessment and Software Testing. In: Proc. of the 20th International Conference on Information Systems Development (ISD2011), Springer (2011).

Usener, C. A., Majchrzak, T. A. and Kuchen, H.:
Combining State of the Art Software Engineering and E-Assessment. In: Proc. of the IADIS Int. Conf. e-Learning 2011 (eL2011), IADIS Press (2011)

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Wolffgang, U. (2011).
Multi-Platform Model-Driven Software Development of Web Applications. In: Proc. of the 6th International Conf. on Software and Data Technologies (ICSOFT 2011).

DISSERTATIONS

Majchrzak, T.A.:
Technical and Organizational Aspects of Testing Software, April 2011.

EVENTS

In September 2011, we have organized the 16th Colloquium of Programming Languages (KPS'11) in Raesfeld Castle in the Münsterland region. The historic castle attracted 37 attendees. Moreover, Prof. Kuchen was program chair and co-organizer of the 20th International Workshop on Functional and (Constraint) Logic Programming (WFLP 2011), Odense, Denmark. The corresponding proceedings appeared as volume 6816 of the LNCS series published by Springer Verlag.

AWARDS

For his Diploma thesis entitled “Scalable and Secure Exchange of Mass Data between Members of a Supply Chain,” our student Jan-Christoph Küster received the SAP award for the best SAP-related student’s thesis. SAP got a patent for the results of his thesis. In addition, Jan-Christoph Küster received the award for the best thesis in the field of applied computer science by the association of sponsors of the Institute for Applied Computer Science at the University of Münster in collaboration with the local chamber of industry and commerce.



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KEY FACTS

CHAIR

- Founded in 1997
- Researchers: 7

RESEARCH TOPICS

- E-Learning
- Model Driven Software Engineering
- Parallel Programming
- Software Testing and
- Debugging

EVENTS

Colloquium of Programming Languages, September 2011

ABOUT THE GROUP

The group is part of the department of Information Systems at the WWU and, consequently, a member of the European Research Center for Information Systems (ERCIS).

Ulrich Müller-Funk, head of the group, is a member of various scientific societies, e.g., the German Association for Classification. He was dean of the faculty from 1999 to 2000 and prorector of Münster University from 2002 to 2006.

RESEARCH TOPICS

Our research focuses on pre-classification and tests, clustering and feature selection. In particular, we are interested in

- multivariate measures of correlation and association, i.e., indices based on multivariate copulas or depending on some kernel
- association analysis, i.e., extension of the by now classical rules
- cluster stability (in a sense to be made precise)
- analysis of networks, i.e., substructures (“communities”) and roles.
- fraud detection, i.e., models for the non-fraud case, alternatives to the chi square approach
- information retrieval

All the topics mentioned above can be summarized under the heading non-linear methods in multivariate data analysis.

CURRENT RESEARCH PROJECTS

- Feature selection: The focus now is on the distribution theory for multiple measures of dependence. Those findings will be the basis for some sort of non-linear canonical correlation analysis and tests for (in-)dependence.
- Cluster stability: We are working out an axiomatic approach to indices describing the similarity of clusterings in order to cope with the topological aspect of the matter. Based on that, we are investigating the use of (sequential) ranks for

clustering. The final aim is to come up with pertaining laws of large numbers.

- Fraud detection: Most articles on the subject discuss the specification of a digit-distribution modelling the behaviour of non-fraudsters. In addition, we are addressing the second problem connected with fraud detection, i.e., measuring the deviation from such a digit distribution in an individual case. The standard device is the Chi-square-test which, however, is based on stochastic assumptions that are violated in many cases. For that reason, we are investigating a finite sample procedure based on the receiver operating characteristic.



Florian Kleene und Dr. Jens Eickbusch (zeb)

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

PUBLICATIONS

Baumgart, A. & Müller-Funk, U. (2011). Data Transformations and Cluster Stability. Submitted.

Büchel, N., Hildebrand, K. F. & Müller-Funk, U. (2011). Factor Preselection and Multiple Measures of Dependence. Submitted.

Dlugosz, S. & Müller-Funk, U. (2011). Ziffernanalyse zur Betrugserkennung für Finanzverwaltungen im Rahmen der Prüfung von Kassenbelegen. Arbeitsbericht.

Moreover, we want to highlight a master thesis supervised by our group that was honoured with the best thesis award by zeb/: “A Customer Network to Enhance the Customer Value Model of a Big German Insurance Company” by Florian Kleene.

PLANNED ACTIVITIES

- Social media analytics project with SECURITAS
- Cooperation with PricewaterhouseCoopers
- Last not least: Statistical monitoring of the “grand challenges” i.e. the design of questionnaires etc.



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KEY FACTS

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- Researchers: 4

RESEARCH TOPICS

- Statistical Learning
- Probability Models
- Network Theories
- Information Retrieval

UNIVERSITY OF MÜNSTER – DEPARTMENT OF INFORMATION SYSTEMS – RESEARCH GROUP FOR COMMUNICATION AND COLLABORATION MANAGEMENT



ABOUT THE INSTITUTION

Organizations are increasingly relying on technology to support communication and collaboration for distributed tasks and project-based work. Furthermore, the use of communication technology such as social media (e.g., Twitter and Facebook) has tremendously influenced today's society. Therefore, enterprises, NGOs, and public authorities follow the ideal of "Social Organization" because they need to address this development since their stakeholders (customers, citizens) already did.

The ERCIS Research Group Communication and Collaboration Management (RGCC) at the University of Münster focuses on issues that are related to the massive diffusion of social media. Assistant Professor Dr. Stieglitz, who started in April 2010 at the University of Münster and is head of the research group, extended his team to a number of four research assistants: Tobias Brockmann, Linh Dang-Xuan, Annika Eschmeier, and Nina Krüger. The research group presented research articles at several conferences in 2011 (among others AMCIS, ACIS, GeNeMe, DIATA). In January 2012, two papers will be presented at the HICSS-45 conference. Furthermore, the research group organized the first WWU Social Media Barcamp (see article in this report).

In his position as academic director at the ERCIS Competence Center for Smarter Work, Dr. Stieglitz cooperates with several companies as well as academic partners.

RESEARCH TOPICS

Due to new concepts and technologies, the possibilities and usage of the Internet have changed rapidly in the past years. Virtual communities and online social networks



were formed, new ways of communication were established, and the integration of technology into everyday life increased. All this leads to a blurry border between private and business.

Concerning this development, the research group concentrates on investigating communication and collaboration systems and their introduction into business environments. The research program is related to the field of computer supported cooperative work (CSCW). Inductive and explorative research approaches based on empirical social science as well as on social media analytics are designed to address a variety of research questions.

COMMUNITY ENGINEERING

Communication in social networks is based on voluntariness and self-monitoring (Web 2.0 paradigm). However, the introduction and operation of collaboration software can also be understood as a project, which requires transformation and management activities. Empirical studies are needed to investigate the contradictory contexts of voluntariness and organizational hierarchies. Furthermore, the group explores benefits and risks of social media provision for companies and the stakeholders (employees, customers, partners).

UNIFIED COMMUNICATION & COLLABORATION

Unified Communication & Collaboration is understood as the integration of various communication channels and collaboration

features. It aims at establishing a ubiquitous environment by creating platforms which integrate synchronous and asynchronous communication technologies (e.g. wikis, social networks sites, microblogging). We investigate the influence new technologies have on Unified Communication & Collaboration (e.g. virtual worlds, mobile applications).

SOCIAL MEDIA INTELLIGENCE

As a consequence of the upcoming of social media, the traditional "speaker role" of organizations in public communication becomes blurred. Therefore, it is becoming increasingly important for enterprises and other organizations (particularly political organizations) to recognize relevant issues and react early on as well as to intervene in discussions if necessary. For this reason, it is relevant to learn more about the dynamics of public discussions in social media. Some organizations also set up social media platforms internally to support collaboration among their employees as well as to improve knowledge management. Social Media Intelligence is needed to improve the community engineering processes and to identify innovations within those unstructured data.

CURRENT RESEARCH PROJECTS

EMUVE – Entrepreneur Multi-User Virtual Environments

The project is funded by the European Union for two years and includes partners from Italy, Spain, and Portugal. The goal of

the project is to develop a training center based on the virtual world "Second Life" to equip students with knowledge of entrepreneurship and to investigate the potentials of virtual worlds for collaboration. The training center will involve people across Europe and incorporates innovative and future oriented methods. More information can be found at www.emuve.eu.

Social Media Monitoring: Analysis of Social Networks for Enterprises' Issue Management (AsNIM)

The research group cooperates with Queensland University of Technology (QUT) for a joint research project in the field of social media analysis. The German DAAD and the Australian ATN fund the project for two years. The interdisciplinary project combines methods and theories from Information Systems and Communication Studies in order to collect and analyze data from online social networks (particularly Twitter) in regard to business relevant topics. The aim of this project is to identify patterns that help explain the emergence of topics in those networks.

Multi User Virtual Environments for Unified Communications (MUVE-UC)

In cooperation with the regional association of Westphalia-Lippe (LWL), the state museum for art and art history is being reconstructed within the virtual 3D-world "Second Life". Users are able to enter the museum regardless of time and location. Furthermore, the interactive possibilities of virtual worlds are being exploited to enable innovative utilization concepts for exhibitors and visitors. The aim of the two-years project is to investigate virtual worlds as communication and collaboration environment.

Mobile Knowledge Worker

In a joint project with Microsoft Dynamics Academic Alliance and disserto management GmbH, a mobile application has been developed for Windows Mobile 7. The application connects consultants (road workers) via smartphones to enterprise business systems. In a next step, we investigate how mobile applications may reduce perceived information gaps of mobile knowledge workers.

fileee – Manage your documents

Mentored by Prof. Dr. Stieglitz and funded by the German Federal Ministry of Economics and Technology, a team of four students started to develop a personal software-assistant to automate document management for private clients. Via a combination of image processing and text detection as well as syntactic and semantic analysis, the learning system is supposed to relieve the user of the majority of manual tasks. For further information see <http://www.fileee.com/>.

The research group is now present on Facebook, Twitter, and Youtube and expects your visit!

Facebook: <https://www.facebook.com/wiku>
Twitter: <https://twitter.com/wikuk>

RECENT PUBLICATIONS

Stieglitz, S., Brockmann, T. (2012): Virtual Worlds as Environments for Virtual Customer Integration, in: Proceedings of the 45th Hawaii International Conference on System Sciences (HICSS).

Stieglitz, S., Dang-Xuan, L. (2012): Political Communication and Influence through Microblogging – An Empirical Analysis of Sentiment in Twitter Messages and Retweet Behavior, in: Proceedings of the 45th Hawaii International Conference on System Sciences (HICSS). (Best Paper Award)

Stieglitz, S.; Dang-Xuan, L. (2011): Adoption and Use of Corporate Wikis in German Small and Medium-sized Enterprises, in: Proceedings of the 17th Americas Conference on Information Systems (AMCIS), USA, Detroit, Paper 235. http://aisel.aisnet.org/amcis2011_submissions/235

Stieglitz, S.; Dang-Xuan, L. (2011): The Role of Sentiment in Information Propagation on Twitter – An Empirical Analysis of Affective Dimensions in Political Tweets, in: Proceedings of the 22nd Australasian Conference on Information Systems (ACIS), Paper 123.

Stieglitz, S.; Krüger, N. (2011): Analysis of Sentiments in Corporate Twitter Communication – A Case Study on



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KEY FACTS

COMMUNICATION AND COLLABORATION MANAGEMENT GROUP

- Launched in April 2010
- 4 Researchers
- Joint projects with industry partners – ERCIS Competence Center Smarter Work

RESEARCH PROGRAM

- Relevance of Social Media for Business
- Community Engineering
- Social Media Monitoring
- Collaboration in Virtual Worlds

an Issue of Toyota, in: Proceedings of the 22nd Australasian Conference on Information Systems (ACIS), Paper 103.

Stieglitz, S.; Lattemann, C. (2011): Experiential Learning in Second Life, in: Proceedings of the 17th Americas Conference on Information Systems (AMCIS), USA, Detroit, Paper 238. http://aisel.aisnet.org/amcis2011_submissions/238

ABOUT THE INSTITUTION

The Chair of Computer Science in the Department of Information Systems at the University of Münster, Germany, is a member of the European Research Center (ERCIS).

Gottfried Vossen, Chair of Computer Science, is the European Editor-in-Chief of Information Systems, an international journal. He is also Associate Editor of the International Journal on Semantic Web and Information Systems, university contact person of the German Computer Science Society (GI) as well as speaker of the local GI chapter. Furthermore, he is deputy chairman of the steering committee of the German information technology certification agency Cert-IT, Editor-in-Chief of the dissertation series “Databases and Information Systems” (DISDBIS) of aka Verlag, as well as member of several editorial boards and program committees. Gottfried Vossen is spending the winter term 2011/2012 as a sabbatical at ERCIS partner Waikato Management School in Hamilton, New Zealand.

RESEARCH TOPICS

Our goal is to advance the database field (and its surroundings) so that it becomes an integrated, embedded technology in all aspects of computing, and that it meets the challenges of the IT future with regards to internet, web, mobility, universal storage and access.

CURRENT RESEARCH PROJECTS

Among the research topics our group works on (cf. the sidebar on the right), we would like to highlight our activities within the ERCIS Cloud Computing Competence Center (C4). The C4 provides research and support in the area of cloud services with a particular focus on small and medium enterprises (SMEs). While there is a wide variety of cloud services available today and cloud service providers (CSPs) advertise their products as particularly attractive for smaller companies, SMEs are still reluctant in their adoption of cloud technology.

Major reasons for this are:

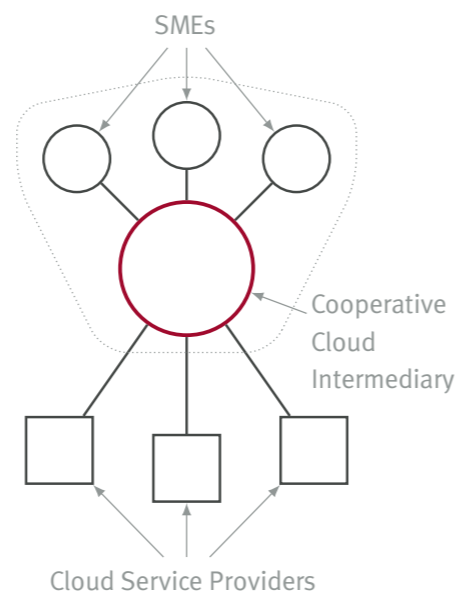
- a lack of trust in the security of the cloud services and the CSPs,
- a lack of control over processes in the cloud, e. g., with regard to billing, but also with regard to data protection, as well as
- a lack of certainty about the legal compliance of the CSP and the cloud services with respect to contract design, accountability, and warranty.

In addition, there is a lack of clear economic models describing the benefits and drawbacks of cloud services as well as helpful strategies for migrating into the cloud.

While all of these issues are researched within the C4, one particular idea that currently receives our attention is the notion of a cooperative cloud intermediary. Such an intermediary can enable SMEs to

overcome said barriers and use cloud services in a variety of ways. The intermediary builds on the concept of a community cloud and the cooperative paradigm. Thus, SMEs can become (partial) owners of “their own cloud,” a fact that allows them to put more trust into the cloud services they use. If you would like to find out more about the ERCIS C4, visit our website:

<http://ercis.de/research/competence-center/cloud-computing>



PUBLICATIONS

Dziuballe, P., Forster, C., Breil, B., Thiemann, V., Fritz, F., Lechtenbörger, J., Vossen, G., Dugas, M. 2011.

“The Single Source Architecture x4T to Connect Medical Documentation and Clinical Research,” in Proceedings of MIE 2011.

Fekete, D. 2011.

“Optimierungstechniken in Column Stores,” in Datenbank-Spektrum, P. M. Fischer, H. Höpfner, J. Klein, D. Nicklas, B. Seeger, T. Umblia, M. Virgin (eds.), Kaiserslautern: Proceedings BTW 2011 – Workshops und Studierendenprogramm, pp. 89–93.

Haselmann, T., Vossen, G., Lipsky, St., Theurl, Th. 2011.

“A Cooperative Community Cloud for Small and Medium Enterprises,” in 1st International Conference on Cloud Computing and Service Science (CLOSER).

Haselmann, T., Röpke, Ch., Vossen G. 2011.

“Empirische Bestandsaufnahme des Software-as-a-Service-Einsatzes in kleinen und mittleren Unternehmen,” Arbeitsbericht Nr. 131, Institut für Wirtschaftsinformatik, Universität Münster.

Haselmann, T., Vossen, G. 2010.

“Database-as-a-Service für kleine und mittlere Unternehmen,” Working Paper No. 3, Förderkreis der Angewandten Informatik an der WWU.

Haselmann, T., Vossen, G. 2011.

“Software-as-a-Service in Small and Medium Enterprises: An Empirical Attitude Assessment,” in 12th International Conference on Web Information System Engineering (WISE 2011).

Loos, P., Lechtenbörger, J., Vossen, G., Zeier, A., Krüger, J., et al. 2011.

“In-Memory-Datenmanagement in betrieblichen Anwendungssystemen”. To appear in Wirtschaftsinformatik 6/2011.

Lechtenbörger, J. 2011.

“Zur Sicherheit von De-Mail,” Datenschutz und Datensicherheit (DuD), 4/2011.

Mazón, J.-N., Lechtenbörger, J., Trujillo, J. 2011.

“A model-driven approach for enforcing summarizability in multidimensional modeling,” in 1st International Workshop on Modeling and Reasoning for Business Intelligence.

Thies, G., Vossen, G. 2011.

“Identification, Specification, and Development of Web-Oriented Architectures,” in International Journal of Information Systems in the Service Sector (IJSSS), Special Issue on “Advanced Research Topics in Services Computing”.

Vom Brocke, J., Becker, J., Braccini, A. M., Butleris, R., Hofreiter, B., Kapocius, K., De Marco, M., Schmidt, G., Seidel, St., Simons, A., Skopal, T., Stein, A., Stieglitz, St., Suomi, R., Vossen, G., Winter, R., Wrycza, St. 2011.

“Current and Future Issues in BPM Research: A European Perspective from the ERCIS Meeting 2010,” in Communications of the Association for Information Systems (CAIS).

Vossen, G. 2011.

“Web 2.0: From a Buzzword to Mainstream Web Reality,” ICETE 2009, CCIS 130, M. S. Obaidat, J. Filipe (eds.), Heidelberg, Springer, pp. 53–67.

Vossen, G., 2011.

“Special Issue: Selected Papers from the 13th East-European Conference on Advances in Databases and Information Systems (ADBIS 2009),” Information Systems (36:1), T. Morzy (eds.).

Xu Yu, J., Long, D. D. E., 2011.

“Special Issue on WISE 2009: Web Information Systems Engineering,” Information Systems (36:3), G. Vossen (eds.).

DISSERTATIONS

Gunnar Thies: Web-orientierte Architekturen – Eine Methode zur Konzeption, Planung, Umsetzung und Bewertung, 2011.



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KEY FACTS

RESEARCH TOPICS

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

EVENTS

- ERCIS Launch Pad, annually in fall

BEM – BORDEAUX MANAGEMENT SCHOOL – ACADEMIC DEPARTMENT OF OPERATIONS MANAGEMENT AND IS – RESEARCH TEAM “INFORMATION, DECISION AND MANAGEMENT”



Write your story

ABOUT THE INSTITUTION

A pioneer in French elite Grandes Ecoles system, BEM-Bordeaux Management School, founded in 1874, provides a high value-added education in business administration and management. 20,000 companies and professional organizations work regularly with BEM, providing active support for its educational programs and research.

The “Operations Management and Information Systems” department is valued for its competency in purchasing, logistics, and 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 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 organisational learning



mechanisms and causal mapping applications in managerial decision-making.

CURRENT RESEARCH

Several research projects are conducted by the team members in close collaboration with industrial partners.

INNOVATION PROCESS IN MULTI-NATIONAL COMPANIES

A new dynamic model is suggested by the researchers of the team concerning the overall innovation process in multi-national industrial companies after the study on different organizational and IS configurations for exploration and exploitation trade-off financed by the CIGREF foundation. The process can be described as a cycle involving the entire organization, with the cycle itself consisting of an upward and downward stream. In the upward phase of this cycle, ideas and concepts for future products are generated throughout the organization, including operational levels in the different countries where the group operates.

These ideas are then sent to headquarters, to the different divisions, where ideas are

gathered, further assessed, and developed. Projects deemed most promising are then submitted to top management that decides on which projects to invest. Once this decision is made, innovation enters the downward phase of its cycle. This phase begins with an exploration phase in which, R&D on new products is conducted centrally in some R&D centers, mostly located in France and Italy. Once prototyped, the products are then produced, marketed, and sold in the different subsidiaries, close to their markets. Introducing time as an explanatory variable of a firm’s ambidexterity, the model proposes a process view on ambidexterity.

From a prospective standpoint, this opens up possibilities for equipping firms with specific IS as DSS which could be used by the top management for making the investment decisions. IS could be used to support the transformative learning process, and help in translating knowledge into representations understandable by receivers (here, people from subsidiaries).



PRODIGE PROJECT (ANR)

The project ‘PRODIGE’ is funded by the French National Agency of Research (2.7 M Euro) and conducted by BEM Bordeaux Management School in collaboration with other partners of the Campus Supply Chain Research Group. The project deals with the “real time” organization and optimization of goods transportation within the supply chain using the RFID (Radio Frequency Identification) technology. The project has started in November 2009 for a period of 3 years.

Due to the limitation imposed by the RFID technology, the orientation chosen for the research is to focus on the concept of “Intelligent artifact” based on a combination between dynamic routing and pooling organization within the logistics networks in which operators are embedded. In fact, in terms of technological solutions, initial experiments have been conducted to test the efficiency of the solution (reading and communication capacity for several types of products and under different environmental conditions).

Some difficulties have been encountered which constitute the focus of the next part of the project. In terms of dynamic routing, new heuristic algorithms and original collaborative schemes have been explored. The performance of these algorithms has been shown on simulated scenarios. Simulations in real contexts in collaboration with the transportation company (partner of the project) are planned to be performed in the last part of the project.

PUBLICATIONS

Allal-Chérif, O. 2011.

“Procurement Information Systems: Collaboration to Fight Against Crisis,” in L.M. Camarinha-Matos et al. (Ed), *Adaptation and Value Creating Collaborative Networks*, PRO-VE 2011, IFIP AICT 362, © IFIP International Federation for Information Processing 2011, Springer Science.

Allal-Chérif O. (2011) –

“The Player Manager: Collaboration and Involvement”, in L.M. Camarinha-Matos et al. (Ed), *Adaptation and Value Creating Collaborative Networks*, PRO-VE 2011, IFIP

AICT 362, © IFIP International Federation for Information Processing 2011, Springer Science.

Allal-Chérif, O., and Maira, S. 2011.

“Collaboration as an Anti-Crisis Solution: The Role of the Procurement Function,” *International Journal of Physical Distribution and Logistics Management*, Special Issue: Best papers of RIRL 2010 – key trends in supply chain management research (41:9), pp. 860–877.

Podinovski, V. V., and Bouzdine-Chameeva, T. 2011.

“The impossibility of convex constant returns-to-scale production technologies with exogenously fixed factors,” *European Journal of Operational Research* (213), pp. 119–123.

Bouzdine-Chameeva, T., and Ninomiya, M. 2011.

“Bordeaux natural wines on the Japanese market: analysis of supply chain system’s indolence,” *Supply Chain Forum: An International Journal* (12; 2), pp. 56–67.

Bouzdine-Chameeva, T., Galam, S. 2011.

“Word-of-mouth versus experts and reputation in the individual dynamics of decisions,” *Advances in Complex Systems* (14:6), pp. 1–15.



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KEY FACTS

INSTITUTION

- Founded in 1874
- One of the oldest “Grandes Ecoles” en France
- 12 programs
- 70 permanents professors
- EQUIS, AMBA and AACSB accredited

RESEARCH TOPICS

- IS in Operations Management
- Purchasing and IS
- e-distribution, e-commerce
- Supply Chain and OM Decision-Making & Decision Analysis
- Organizational Learning/ Knowledge
- Management/Competences
- Electronic Marketplaces
- Serious games

EVENTS IN 2011

- The 2nd Annual ERCIS Workshop took place at BEM from 9th to 10th of May 2011 with 16 participating researchers. It was dedicated to IS Grand Challenges.

FORTHCOMING EVENT

- In celebration of the 20th anniversary of the “Association Information et Management” (AIM), the 17th AIM Symposium will be held on 21, 22 and 23 May 2012 in Bordeaux, France, and dedicated to the following theme: Towards responsible and ethical business management? What contribution from information systems?

QUEENSLAND UNIVERSITY OF TECHNOLOGY – SCIENCE AND ENGINEERING FACULTY – INFORMATION SYSTEMS SCHOOL



Queensland University of Technology



ABOUT THE INSTITUTION

The Information Systems School at Queensland University of Technology, Brisbane, is the only Australian research group that has been ranked with a perfect '5-out-of-5' score in the national 2010 Excellence in Research for Australia (ERA) assessment. Judged as outstanding performance well above world standards, QUT's Information System School of Information Systems is known for its uncompromising focus on rigorous research that provides immediate value to students and industry partners. The School has hosted many of the most significant IS conferences and produced more award winning PhD students in IS than any other university in Australia. Our research informs and inspires our teaching, making QUT's IS courses innovative and our students well prepared for their future challenges.

With 28 academics, a number of post doctoral fellows and approx. 75 PhD students, QUT's Information Systems School is one of the largest IS research entities in this part of the world. Three under-graduate courses

(Information Technology, Corporate Systems Management and Games and Interactive Entertainment) and two post-graduate courses (Information Technology, Business Process Management) provide contemporary and research-inspired insights into information systems issues and opportunities.

RESEARCH TOPICS

The School's research portfolio covers essential research questions related to the design, development, implementation and use of information systems. The research is clustered in three Disciplines, i.e. Business Process Management (Leader: Prof Arthur ter Hofstede), Services Sciences (Prof. Alistair Barros) and Information Ecology (Prof. Peter Bruza).

The BPM Group is widely regarded as one of the largest and most influential research groups in the world. Its research covers the entire process lifecycle and is dedicated to topics such as BPM maturity, BPM governance, process modeling, context-aware, risk-aware and cost-aware process management, workflow management and process innovation.

Services Sciences is a new Discipline that combines expertise in areas such as service ecosystems, service delivery platforms, social media and mobile applications. A significant amount of related research is conducted as part of the Collaborative Research Centre (CRC) Smart Services. Research in this Discipline is among others concentrated on consumer-centric service management, business service management, digital complementary assets and efficient video streaming over mobile devices.

The Information Ecology Discipline consolidates research in areas such as the impact of information systems, enterprise systems, information studies, use of information and complex information systems.



CURRENT RESEARCH PROJECTS

In 2011, the following four large projects received funding from competitive Australian Research Council (ARC) schemas.

- Cost-aware Business Process Management (ARC Discovery, 2012–2014)
- Reconceptualising the information system as a service (ARC Discovery, 2012–2014)
- Information systems impact utility and intuitiveness (ARC Linkage with Accenture, 2012–2014)
- Designing process models to support communication and decision making (ARC DECRA, 2012–2014)

We continued our work on the following large projects in 2011:

- Orchestration of Managerial Services as Part of Large Scale Business Transformations (funded by SAP Business Transformation, 2010–2013)
- Value-centred Business Process Management (funded by Accenture, USA, 2010–2011)
- Risk-aware Business Process Management (ARC Discovery, 2011–2013)
- Business Process Standardisation and Reuse (ARC Linkage with Suncorp, 2011–2013)
- Business Service Management (part of the Collaborative Research Centre Smart Services, 2008–2013)
- Airports of the Future (ARC Linkage with a large number of aviation stakeholders, 2010–2013)

PUBLICATIONS

Recker, J., Rosemann, M., Green, P., Indulska, M. (2011)

Do Ontological Deficiencies in Modeling Grammars Matter? *Management Information Systems Quarterly*, Vol. 35, No. 1, pp. 57–79.

Green, P., Rosemann, M., Indulska, M., Recker, J. (2011)

Complementary Use of Modeling Grammars. *Scandinavian Journal of Information Systems*, Vol. 23, No. 1, pp. 59–86.

M. La Rosa, P. Wohed, J. Mendling, A.H.M. ter Hofstede, H. Reijers and W.M.P. van der Aalst

Managing Process Model Complexity via Abstract Syntax Modifications. *IEEE Transactions on Industrial Informatics*, Vol. 7, No. 4, 2011.

M. Adams, A.H.M. ter Hofstede, M. La Rosa, Open Source Software for Workflow Management:

The Case of YAWL. In *IEEE Software - Impact*, Vol. 28 No. 3, May/June 2011.

Bandara, W., Chand, D., Chircu, A., Hintringer, S., Karagiannis, D., van Rensburg, A., Recker, J., Usoff, C., Welke, R. (2010):

Business Process Management Education in Academia: Status, Challenges and Recommendations. *Communications of the Association for Information Systems*, Vol. 27, No. 41, pp. 743–776.

M. Rosemann, M. Lind, M. Andersson. Digital Complementary Assets.

In *Proceedings of the International Conference on Information Systems (ICIS 2011)*, Shanghai, China, 4–7 December 2011.

Rosemann, M.: BPM in Australia.

Gartner Fellow Interview by Elise Olding and David W. McCoy. November 2011.

EVENTS

QUT was host to the 15th Pacific-Asian Conference of Information Systems (PACIS 2011) from 9–11 July 2011. PACIS is one of the AIS' premier IS conferences and attracted in 2011 more than 220 attendees. After ACIS 2010, this has been the second significant IS conference that we hosted in recent times.



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KEY FACTS

INSTITUTION

- Established in 1989
- 40,000 students

RESEARCH TOPICS

- Business Process Management
- Services Sciences
- Information Ecology



**Copenhagen
Business School**
HANDELSHØJSKOLEN

ABOUT THE INSTITUTION

CBS has restructured its IT research and education into a newly formed department named IT management (ITM). The core of the new department is mainly built around researchers from the former Department of Informatics (INF) and Center for Applied Information and Communication Technology (CAICT).

The Department of IT Management conducts research within the following areas relating to IT and Information Systems:

- Design
- Implementation
- Use and exploitation
- Information Management

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).



PUBLICATIONS (SELECTED)

Andersen, K.N., Medaglia, R., Vatrapu, R., Zinner Henriksen, H., Gauld, R.:

The Forgotten Promise of E-government Maturity: Assessing Responsiveness in the Digital Public Sector, *Government Information Quarterly*, Vol. 28(4), 2011, 439–445.

Clemmensen, T.:

Templates for Cross-Cultural and Cultural Specific Usability Testing: Results from Field Studies and Ethnographic Interviewing in Three Countries, *International Journal of Human-Computer Interaction*, 27(7), 2011, 634–669.

Kautz, K., Bunker, D., Rab, S.M., Sinnet, M.:

Investigating Open Innovation and Inter-organizational Networks in the IT Industry: The Case of Standard Software Customization, *Proceedings IFIP WG 8.2 Working Conference*, Turku, Finland, Springer, 2011, 231–246.

Lyytinen, K.; Damsgaard, J.:

Inter-Organizational Information Systems Adoption: A Configuration Analysis Approach, *European Journal of Information Systems*, Vol. 20(5), 2011, 496–509.

Nørbjerg, J., Vinter, O. (2011):

Iterative Development at Brüel & Kjær, in, *Iterative Software Development: A Practical View*, Morten Korsaa ; Robert Olesen ; Otto Vinter (eds), Forlaget Delta, 2011.

Schubert, P., Williams, S. P., Woelfle, R.:

Sustainable Competitive Advantage in E-Commerce and the Role of the Enterprise System, *International Journal of Enterprise Information Systems*, Vol. 7(2), 2011, 1–17

Kautz, K.:

Investigating the design process: participatory design in agile software development. *IT & People* 24(3): 217–235, 2011



DISSERTATIONS

Gimpel, G.:

Value-driven Adoption and Consumption of Technology: Understanding Technology Decision Making, Copenhagen Business School Press, 2011

Tscherning, H.:

Mobile Devices in Social Contexts, Copenhagen Business School Press, 2011

Yonatany, M.:

The Internationalization Process of Digital Service Providers, Copenhagen Business School Press, 2011.



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KEY FACTS

INSTITUTION

- Researchers: 14
- PhD students: 8

RESEARCH TOPICS

- Information systems development practices and management
- Development methodologies
- Usability of information systems
- Information Management
- Distributed information systems
- ICT-enabled business models and management innovation
- Outsourcing.
- Software venturing and entrepreneurship.
- Open source based business models.

UNIVERSITY OF TWENTE – CENTRE FOR TELEMATICS AND INFORMATION TECHNOLOGY – DEPARTMENT OF INFORMATION SYSTEMS & CHANGE MANAGEMENT

UNIVERSITY OF TWENTE.



On Wednesday July 20th, 2011, the University of Twente (UT) organized a seminar to mark the occasion of joining ERCIS. The Dutch Research Institute Novay was the Dutch ERCIS member previously, but as the activities of the University of Twente better fit the goals of ERCIS, Novay and ERCIS decided to transfer Novay's membership to the UT.

At the inaugural seminar, Prof. Jörg Becker of the University of Münster welcomed the UT as a new member. He described many inspiring examples of how ERCIS members have found each other through ERCIS to collaborate on research in a European context. Professor Peter Apers, Scientific Director of CTIT, stressed the great importance of international cooperation. CTIT was founded by the UT to combine the strengths of its ICT chairs and facilitate cooperation in international research and business networks. Joining ERCIS fits that goal perfectly. Prof. Jos van Hillegerberg, head of the Information Systems & Change Management Department of the UT noted many opportunities to strengthen collaborations through the ERCIS network including staff exchange, joint research, and joint EU projects. The seminar completed with several presentations by PhD candidates from both Münster and Twente.

The University of Twente is a young research university that celebrated its 50th anniversary in 2011. "High tech, human touch" is the UT way. Some 3,300 scientists and other professionals work together to produce cutting-edge research, innova-

tions with real-world relevance, and inspiring educational opportunities for more than 9,000 students. An enterprise-centered university, students are encouraged to develop an entrepreneurial spirit. The UT has ICT and Information Systems Research among its focus areas. The Center for Telematics and ICT (CTIT) is the largest ICT research institute in the Netherlands and among the largest in Europe. CTIT is involved in more than 30 EU funded research projects and generates around 7 spinoff companies per year. CTIT recently co-founded ICT labs, a European EIT dedicated to accelerating ICT innovations in business. The Information Systems and Change Management department (ISCM) works closely with other departments in CTIT on numerous Information Systems research projects (e.g. the departments of IS, Operational Methods for Production and Logistics and the Database group).

RESEARCH TOPICS

The department of Information Systems & Change Management (ISCM) conducts research and offers education in the design and implementation of information systems and services. We focus on novel ways of transforming static supply chains into dynamic business and government networks. To achieve this we carry out research in three areas:

- Service Design and Value: Value-driven design of knowledge- and IT-intensive services. Topics include Agile Service De-

velopment, Modeling of Service Oriented Architectures, Goals and Value Modeling, Inter-organizational Business Cases, Software as a Service, and Information Service Engineering.

- Service Coordination and Integration. Dynamic composition and customization of services. This requires mechanisms to effectively locate, assemble, coordinate, and integrate services. Topics include Multi-Agent Coordination, Social Systems for Coordination, Model Driven Process Integration, Semantic Interoperability, Service Compliance and Fraud Detection.

- Service Change and Transformation. Implementation strategies, Business Gaming for Change, Setting up organizational transformation programs.

Our main application domains are logistics, healthcare, government, and the software and service industries.

CURRENT RESEARCH PROJECTS

ISCM is involved with and has initiated several innovative research projects. Often these occur in collaboration with other departments embedded in the CTIT research institute. This facilitates the interdisciplinary approach that is required to successfully transform static supply chains into dynamic networks of businesses and government. National partners include the Dutch Top Institute for Logistics Dialog, as well as research institutes TNO and Novay. Furthermore, innovative ICT companies,

businesses and government are involved in the projects. A short description of research projects grouped by theme follows:

Service Design and Value

Agile Service Development – Adaptive and flexible ways for new service development

Archival – Modeling the value of new services using architectural approach.

COSMOS – The design of a method to support benefits identification and distribution in an inter-organisational setting.

IOP-GENCOM – Business modeling using multiple architectural layers to arrive at a solution architecture that describes both business value and process and service architecture

BME – A method to support business model engineering

Service Coordination and Integration

BATMAN – Barge Terminal Multi-Agent Network. Design and implementation of an inter-organisational system for dynamic coordination between terminals and barge operators in the port of Rotterdam

SIEEG – Secure Information Exchange Extended Gate. Design of an open architecture that facilitates business to business integration via open standards

Sense & Response in distribution of high-sensitive products – Exploring the benefits of the use of smart sensors in global supply chains

iQMSS – Instrument for Quality Measurement of Semantic Standards. Design and Validation of a quality instrument to improve standards for semantic interoperability

Design Strategies for Social Participation – Discovering successful strategies to increase community network participation and engagement through social systems



Social Systems for Team Coordination – Designing tools, visualisations and metrics for social network data mining to improve coordination in teams

Information coordination for disaster relief – Using multi-agent systems to support coordination in disaster relief operations

Fraud detection in Healthcare networks – Using business intelligence and mining to identify fraud in networks of health providers and claim processing service centers

Service Change and Transformation

EPD adoption – A longitudinal study in adoption of Electronic Patient Records

Business Gaming Framework – the development and use of business gaming to transform business to business relationships

MEAPS – Methodology Engineering Approach for Professional Services

DISSERTATIONS AND APPOINTMENTS

Doron Faran, PhD thesis, 2011,

A critical rationalist inquiry of managerial epistemology: toward the confrontation of the unawareness problem

SELECTION OF EVENTS

- Jan 2011, ISCM and the E-Government center of the UT launched a new post graduate masterclass in E-Government

- Jan 2011, Business & IT BSc program ranked nr 1 in the country by the Keuzegids (Studyguide Higher education)

- Feb 2011, Keynote at IMS Surf conference on working in the Cloud

- Apr 2011, Dinalog Seminar Logistics coordination in the Cloud

- Jun 2011, Program co-chair ECIS 2013, Call for track proposals

- Sept 2011, Unique "distributed work" experiment: Music:Linked

- Sept 2011, Participation in MCIS 2011 doctoral consortium faculty

- Sept 2011, Keynote at the BPM conference in Utrecht

- Sept 2011, Invited speaker at at OMG's Technical Meeting & Special Events – Kissimsee, FL.

- Oct 2011, ISCM and OMPL departments receive 300k grant for multi-agent system for the Port of Rotterdam

- Nov 2011, ISCM completes a project to develop open educational resources to teach open standards

- Dec 2011, President of the AIS special interest group on services: AIS SIGSVC

- Dec 2011, ISCM and TNO explore common research area's in matchmaking meeting

- July 2012, Prof. Kuldeep Kumar was ap-

pointed a professor of Global Business Process Sourcing in the ISCM department Dec 2010. His inaugural address will be held July 5th, 2012

SELECTED 2011 PUBLICATIONS

Effing, Robin, Hillegersberg, J. van, and Huibers, Th. 2011.

Social Media and Political Participation: Are Facebook, Twitter and YouTube Democratizing Our Political Systems? In *Electronic Participation*, ed. Efthimios Tambouris, Ann Macintosh, and Hans Bruijn, 6847:25–35. Berlin, Heidelberg: Springer Berlin Heidelberg.

Folmer, E.J.A., Oude luttighuis, P. & Hillegersberg, J. van (2011).

Do semantic standards lack quality? A survey among 34 semantic standards. *Electronic Markets*, 21(2), 99–111.

Hillegersberg, J., G. Ligtenberg, and M.N. Aydin. 2011.

“Getting Agile Methods to Work for Cordys Global Software Product Development.” *New Studies in Global IT and Business Service Outsourcing* Volume 91, Part 1. *Lecture Notes in Business Information Processing*, 133–152.

Jonkers, H., E.H.A. Proper, M.M. Lankhorst, D.A.C. Quartel, and M.E. Iacob. 2011.

ArchiMate (R) for Integrated Modelling Throughout the Architecture Development and Implementation Cycle. In *IEEE 13th Conference on Commerce and Enterprise Computing (CEC)*, 2011, 294–301.

Kijl, B. & Nieuwenhuis, L.J.M. (2011).

Deploying e-health service innovations – An early stage business model engineering and regulatory validation approach. *International journal of healthcare technology and management*, 12(1), 23–44.

Sapkota, B., C.H. Asuncion, M.E. Iacob, and M. van Sinderen. 2011.

A Simple Solution for Information Sharing

in Hybrid Web Service Composition. In *Enterprise Distributed Object Computing Conference (EDOC), 2011 15th IEEE International*, 235–244.

Spil, A.A.M., LeRouge, C., Trimmer, K. & Wiggins, C. (2011).

Back to the future of IT adoption and evaluation in healthcare. *International journal of healthcare technology and management*, 12(1), 85–109.

Wijnhoven, F., C. Amrit, and M. Bax. 2011.

“The applicability of a use value-based file retention method.”

Wolfswinkel, J.F., E. Furtmueller, and C.P.M. Wilderom. 2011.

“Using grounded theory as a method for rigorously reviewing literature.” *European Journal of Information Systems*.



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KEY FACTS

CTIT (Centre for Telematics and Information Technology)

- 440 researchers/238 fte
- budget amounts to 28 EUR
- more than 30 EU funded research projects
- 7 spinoff companies per year.

RESEARCH TOPICS

- Service Design and Value
- Service Coordination and Integration
- Service Change and Transformation
- co-founded ICT labs, a European EIT

AWARDS 2011

- Winner contest IDVV multi-agent network for SCM coordination
- Grant to develop Open Access Courseware for Open Standards
- Grant Award Dinalog Smart Logistics Project
- Grant Award Dinalog Synchronized information exchange extended gate (SIEEG)
- Business & IT BSc program elected nr 1 in the Netherlands out of 8 by “Keuzegids (Choice Guide)” 2011



UNIVERSITY OF GDAŃSK
FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS INFORMATICS



The department is involved in the following international initiatives:

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



24th International Conference on Advanced Information Systems Engineering – CAiSE'12

CAiSE'12

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



Polish Chapter of Association for Information Systems – PLAIS



Information Systems Academic Heads International – ISAHl



ABOUT THE INSTITUTION

With almost 33,000 students, nine faculties and 1,700 academic staff members, the University of Gdansk is the largest institute of higher education in the Pomeranian region. It offers the opportunity to study in almost thirty different fields with over a hundred specializations.

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

Observatory of Pomeranian Digital Economy. In 1995 the Department founded the Polish Society for Business Informatics. In recent years, the BI Department has carried out the following international, educational and research initiatives:

- TEMPUS Joint European Project (1994–97): “Restructuring of existing and establishment of new forms of Business Informatics Education”
- “BITNET (2003–2004): Promotion and Dissemination of Information Society Research in Baltic Sea Area”, Vth Framework Program of EU
- “Academic on-Line courses – the concept and implementation” (2008–2010)

The Department of Business Informatics of the University of Gdansk has cooperated with academic centers of the Baltic Sea Region in the following transbaltic initiatives:

- BSVC – Baltic Sea Virtual Campus, consortium developing and implementing e-learning courses
- BIR – Annual International Conference on Perspectives in Business Informatics
- Doctoral Consortium MINE—Methodologies For Interactive Networked Enterprises, financed by the Nordforsk Council of Ministers (2005–2009)

RESEARCH TOPICS

The department's research and competencies cover the following topics:

- Business Informatics
- Data bases

- Information Systems Development
- E-Business, Information Society
- Business Systems Modeling
- UML and SysML
- ERP, CRM, SCM, WFM, BI Systems
- E-Learning
- Computer Programming
- Computer Networks

PUBLICATIONS

Bajaj A., Wrycza S. (eds.), System Analysis and Design for Advanced Modelling Methods, IGI Global, New York, 2009.

Wrycza S., Business Informatics. PWE, Warsaw 2010 (in Polish, bestseller in Poland)

Wrycza S., Marcinkowski B., SysML – The Systems Engineering Language. Architecture and Applications. Helion, 2010 (in Polish, 150pp)

Wrycza S., Marcinkowski B. SysML Parametric Diagrams in Business Applications (in:) Pokorny J., Repa V., Richta K., Wojtkowski W., Linger H., Barry Ch., Lang M. (eds.) ISD 2010 Proceedings. Springer, New York, 2011.

Wrycza S., Business Informatics Manual. Structure and Content (in:) Nitchi S. (ed.) 2nd Symposium on Business Informatics in Central and Eastern Europe. Oesterriechische Computer Gesellschaft, 2011.

Wrycza S. (ed.) Research in Systems Analysis and Design: Models and Methods, Series: LNBIP 93. Springer, 2011.

Buchnowska D., Customer knowledge management models. Assessment and proposal (in:) LNBIP 93. Springer, 2011.

Lenart A., ERP in the Cloud – Benefits and Challenges (in:) LNBIP 93. Springer, 2011.



Wrycza S., Marcinkowski B., SysML Requirement Diagrams: Banking Transactional Platform Case Study (in:) LNBIP 93. Springer, 2011.

Wrycza S., Marcinkowski B., Maślankowski, J. UML/SysML Advanced Cases. Helion, 2011 (in Polish)

DISSERTATIONS

Radomski S. – A Survey of OpenSource Software Acceptance with Use of the Modified UTAUT, University of Gdansk, 2011

Marcinkowski B. – Business Processes Modeling In the Construction Firms with use of UML and BPMNotation, University of Gdansk, 2011

Gawin B. – A Study and Concept of Workflow Management in Telecommunication Firms, University of Gdansk, 2011

Kobiela J. – The Concept of Mobile CRM Implementation for Production Enterprises, University of Gdansk, 2011 (all in Polish, Promoter: Prof. Stanislaw Wrycza)

COOPERATION WITH BUSINESS

The Department cooperates with business effectively, on the basis of formal agreements with CISCO, IBM, Oracle, Microsoft, Lufthansa Systems and Pomeranian ICT Cluster.



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KEY FACTS

ABOUT THE PERSON

- Head of Department of Business Informatics
- BIR Steering Committee – The Annual International Conference on Business Informatics Research
- BSVC – Baltic Sea Virtual Campus Steering Committee
- Senior Editor of Information Management Journal
- Information Systems Journal – Editorial Board
- Honorable Ambassador of Polish Congresses

INSTITUTION

- Founded in 1967
- Researchers: 14 + 15 doctoral candidates

EVENTS

- The 17th EDEN Annual Conference EDEN 2009, Gdansk, June 10–13, 2009



K A U N O
TECHNOLOGIJOS
UNIVERSITETAS



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 established two laboratories and have grown to become one of the largest departments in the KTU Faculty of Informatics. Being among the leading IS research centers in Lithuania, the Department has built good relationships with the local IT companies and accumulated valuable research experience with Lithuanian and international partners.

Our academic work is directed towards providing quality education on fundamental and advanced subjects in the field of information systems. The Department is responsible for both under-graduate and postgraduate study programs titled “Information Systems” and “Information Systems Engineering” respectively.

RESEARCH TOPICS

The KTU Department of Information Sys-

tems specializes in topics related to Business Process Management and Information Systems Engineering. We are constantly striving to extend our field of expertise while maintaining focus on the following topics:

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

CURRENT RESEARCH PROJECTS

In 2011, the Department was involved in several long term R&D projects. Significant work has been done on the Internship Organization Model for the IT students. This EU Structural Funds-sponsored project was

initiated by the Association of Lithuanian IT Companies, INFOBALT, and is supported by 14 other academic and industry partners. Research-wise we achieved good progress in the Thematic Network for Innovation in Language and Semantic Business Modeling Technologies that also involved the Kaunas High-Tech and IT Park as our partner. The Department also got involved in a major interdisciplinary initiative titled “The System of Syntactical-Semantic Analysis of Lithuanian Language for the Lithuanian Corpus, Internet and Public Applications.” As a result, a three year long project by the same name is set to start in the beginning of 2012 and will be sponsored by the EU Structural Funds.

Other R&D activities included successful work on the Ontology-based Model for the Automobile Business (with JSC “New Vision Baltija”) and on the specification of the National Information System of Forest Inventory (commissioned by the State Forestry Office). The Department also continued working with small and medium enterprises on a number of projects co-sponsored



by the Lithuanian Agency for Science, Innovation and Technology. Efforts in this direction resulted in the development of a novel Web ads management solution, integration of parametric and distributed CAD functionality into Blender 3D, technical feasibility study of the personal finances management on regular and smart mobile phones and other R&D works.

PUBLICATIONS

Here is a short selection of latest journal publications representing some of the directions of our current research:

Lopata, A., Gudas, S., Ambraziunas, M. 2011. “Knowledge-Based Approach to Business and IT Alignment Modelling”, Transformations in Business & Economics, vol. 10, no. 2 (23), pp. 60–73.

Mikulenka, G., Butleris, R., Nemuraite, L. 2011. “An Approach for the Metamodel of the Framework for a Partial Agile Method Adaptation”, Information Technology and Control, vol. 40, no. 1, pp. 71–82.

Sakys, V., and Butleris, R. 2011. “Business Intelligence Tools and Technologies for the Analysis of University Studies Management”, Transformations in Business & Economics, vol. 10, no. 2, pp. 125–136.

Vysniauskas, E., Nemuraite, L., Paradauskas, B. 2011.

“Hybrid Method for Storing and Querying Ontologies in Databases”, Electronics and Electrical Engineering, 2011–9, pp. 67–63.

DISSERTATIONS

Two of our PhD students have defended their thesis during the course of the 2010/2011 academic year:

Laurikaitis, Aurimas:
Extracting Conceptual Data Specifications from Legacy Information Systems.

Mikulenka, Gytenis:
The Construction and Research of the Framework for a Partial Agile Method Adaptation.

PLANNED ACTIVITIES

While proceeding with the already mentioned long-term projects that have started in 2010 or in 2011, we are planning to initiate or start working on a number of new projects. Research and development activities will intensify as we extend our operations into the new Information Technology Research Center (part of the Integrated Valley “Santaka”), which is set to open in the end of 2012. Smooth assimilation of new technical and infrastructural capabilities is one of the challenges that we are eagerly looking forward to.

The annual International Conference on Information and Software Technologies is again set to be organized by our department. The event will take place in Kaunas, in April of the next year. It will be accompanied by the richest yet Industrial Tutorials program, aimed at non-academic IT professionals. If you happen to miss these events, we expect to see you in Lithuania on June 18–20, when the Department will host the annual ERCIS meeting.



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KEY FACTS

INSTITUTION

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

RESEARCH TOPICS

- Conceptual modeling, ontologies and databases
- Requirements specification
- Modeling of business processes and business rules
- Enterprise modeling
- IS engineering
- Model-driven and service-oriented development, project management
- Business analysis and intelligence
- Knowledge based systems
- GUI and system usability

KEY ORGANIZED EVENTS (2011)

- 17th International Conference on Information and Software Technologies, IT 2011. Kaunas, Lithuania, April 27–29.
- The 11th IFIP Conference on e-Business, e-Services, e-Society, I3E 2011. Kaunas, Lithuania, October 12–14.



ABOUT THE INSTITUTION

The Department of Information Systems (IS) is one of six departments within the Faculty of Economics and Social Sciences at the University of Agder (UiA). With 18 researchers (15 in permanent positions and 3 adjunct professors), this is one of the largest IS departments in Norway.

The department offers a three-year bachelor program in IT and Information Systems, a one year undergraduate study in IT and Information Systems, a two-year masters program in Information Systems, and a three year PhD program in Information Systems. The master program started in 1999 as the first IS master program in Norway. The PhD program in IS started in 2009 and currently has 11 PhD students enrolled. The first of these will graduate in 2012. University of Agder also has a Department of ICT, responsible for education and research within computer science and ICT engineering.

The Department of Information Systems has gradually strengthened its research activities, and contributes actively to the IS community by hosting and participating in international conferences and publishing in leading IS journals. For example, since 1999 Prof. Maung K. Sein has organized five workshops with invited panelists of top international IS scholars who typically represent the editors of major IS journals such as MIS Quarterly and Information Systems Research. The KIWISR workshop (Kristiansand International Workshop in IS Research) has focused on core topics such as the relevance of IS research, and the relationship between academia and practice (Lanamäki et al. 2011).

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

- Centre on eGovernment (CeG)
- Centre for Enterprise Systems (CENS)
- Research group for Information Systems Development (ISD)

These entities do not represent a rigid structure, but rather reflect areas of common interests resulting in synergy and collaborative efforts. In general, a strength of the department is its convivial and collaborative culture, with the faculty members being involved in many collaborative projects within and across the research groups and with the large international network of the department.

RESEARCH TOPICS

The Centre on electronic government (CeG) focuses on how ICT can be used to improve government processes and communication with citizens, how citizen participation can be furthered through social networks and how ICT can further development in the lesser developed parts of the world. The centre is involved in research, teaching and dissemination, and is a leading e-Government research group in Norway. The centre focuses its research activities on the following areas:

- Benefits realization and management

- E-Participation and e-Democracy
- ICT for Development (ICT4D) (mainly including activities in Tanzania, Indonesia, and Nepal)

Centre for Enterprise Systems (CENS) was established as a response to the increasing demand for graduates with enterprises systems skills, both from the IS and the business programs. The centre has two main goals: to provide hands-on enterprise systems modules in various IS and business courses, and to be a resource centre for organisations on the acquisition, implementation and use of enterprise systems. The research activity in CENS is focused on the following main areas:

- Enterprise Systems acquisition and implementation, with main focus on SMEs
- Teaching methodology for enterprise systems
- Business process management and process modelling
- Inter-organizational relations
- Knowledge management and social media
- e-collaboration and virtual work

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

- ISD and software development processes
- ISD paradigms, approaches, and methods
- Organizational and enterprise system implementation
- Open source systems development
- IS planning and strategy in organizations
- IS and software architecture



In general, most of the department's research is based on empirical studies of the development and use of IS in organizations in private and public sector. The department also conducts research in areas outside the thematic organization of the research groups. Examples of this include recent work on IS research methodology (e.g. action design research, interpretive case studies, and Delphi studies) and e-learning, see Selected Publications. The department is also part of the Centre for e-Health and Health Care Technology established at the University of Agder in 2010, and plays a key role in a multidisciplinary Centre for ICT and crisis management currently being developed at the university.

SELECTED PUBLICATIONS

Bygstad, B., and Munkvold, B.E. 2011.
"Exploring the role of informants in interpretive case study research in IS," *Journal of Information Technology* (26:1), pp. 32–45.

Bygstad, B., and Munkvold, B.E. 2011.
"In Search of Mechanisms. Conducting a Critical Realist Data Analysis," *ICIS 2011 Proceedings, Shanghai, December 4–7, 2011.*

Eikebrokk, T., Iden, J., Olsen, D.H., and Opdahl, A.L. 2011.
"Understanding the determinants of business process modeling in organizations," *Business Process Management Journal* (17:4), pp. 639–662.

Furuholt, B. and Matotay, E. 2011.
"The Developmental Contribution from Mobile Phones across the Agricultural Value Chain in Rural Africa," *The Electronic Journal of Information Systems in Developing Countries* (48:7), pp. 1–16.

Hustad, E. and Olsen, D. H. 2011.
"Exploring the ERP pre-implementation process in a small-and-medium-sized enterprise: A case study of a Norwegian retail company," *ECIS 2011 Proceedings, Paper 8, Helsinki, June 9–11, 2011.*

Iden, J., Tessem, B., and Päiväranta, T. 2011.
"Problems in the interplay of development and IT operations in system development projects: A Delphi study of Norwegian IT experts," *Information and Software Technology* (53:4), pp. 394–406.

Lanamäki, A., Stendal, K., and Thapa, D. 2011.

"Mutual Informing Between IS Academia and Practice: Insights from KIWISR-5," *Communications of the Association for Information Systems* (29:1), Article 7.

Moe, C.E. and Rye, S.A. 2011.

"Blended learning: communication, locations and work-life practices," *Educational Media International* (48:3), pp. 165–178.

Päiväranta, T., Pekkola, S., and Moe, C.E. 2011.

"Grounding Theory from Delphi Studies," *ICIS 2011 Proceedings, Shanghai, December 4–7, 2011.*

Sein, M., Henfridsson, O., Purao, S., Rossi, M., and Lindgren, R. 2011.

"Action Design Research," *MIS Quarterly* (35:1), pp. 37–56.

Sæbø, Ø., Flak, L., and Sein, M. (2011).

"Understanding the dynamics in e-Participation initiatives: Looking through the genre and stakeholder lenses," *Government Information Quarterly* (28:3), pp. 416–425.

Thapa, D. 2011.

"The role of ICT Actors and Networks in Development: The case study of a wireless project in Nepal," *The Electronic Journal of Information Systems in Developing Countries* (49:2), pp. 1–11.

Zach, O. 2011.

"Exploring ERP System Outcomes in SMEs: A Multiple Case Study," *ECIS 2011 Proceedings, Paper 7, Helsinki, June 9–11, 2011.*





EVENTS

In May 2011, the Department of Information Systems organized the 11th International Conference of the IFIP Working Group 9.4, Social Implications of Computers in Developing Countries, in Kathmandu, Nepal. The theme of the conference was Partners for Development – ICT Actors and Actions, with Tribhuvan University as local organizers.

PLANNED ACTIVITIES

September 3 to 6, 2012, the Department of Information Systems will host the 11th IFIP Electronic Government Conference (IFIP EGOV 2012), co-located with the 4th IFIP ePart conference. See information at <http://www.egov-conference.org/>.



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KEY FACTS

UNIVERSITY OF AGDER

- Founded in 1994
(full university status from 2007)
- Approximately 10.000 students
and 900 staff

DEPARTMENT OF INFORMATION SYSTEMS

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

RESEARCH TOPICS

- E-Government and benefits realization
- E-Participation and e-Democracy
- ICT for Development
- Enterprise Systems implementation
in SMEs
- Business process management
and process modelling
- Knowledge management and
e-collaboration
- Systems development practice

EVENTS

- Co-organizer of the 11th International Conference of the IFIP Working Group 9.4 in Kathmandu, Nepal, in May 2010.
- Organizing the 11th IFIP Electronic Government Conference (IFIP EGOV 2012) in Kristiansand, September 3 to 6, 2012.

UNIVERSIDAD POLITÉCNICA DE MADRID – FACULTAD DE INFORMÁTICA / BABEL RESEARCH GROUP

› Universidad Politécnica de Madrid – Facultad de Informática/Babel research group www.fi.upm.es



ABOUT THE INSTITUTION

Universidad Politécnica de Madrid was founded in 1971 as the result of merging different technical schools of engineering and architecture which originated mainly in the 18th century. It has been ranked as Spain's top technical university. The Facultad de Informática (School of Computer Science) was among the first three to offer a degree in Computer Science in 1976. The School is located in the Montegancedo Campus, recently awarded the International Excellence label by the Spanish government.

Contact with ERCIS is managed by the Babel research group, one of UPM's officially recognised groups and a partner with the recently founded Madrid Institute for Advanced Studies in Software Technologies (IMDEA-SW Foundation), also located on the campus.

RESEARCH TOPICS

In a birds-eye view, the group's research interests are:

- Languages and environments for declarative programming.
- Formal specification, development, verification, and validation.
- Validated design and development of software components.
- Software technologies for reliable and high quality software development.

Some examples worth mentioning are the design of the functional-logic programming language Babel, and the co-design of its successor Curry. We have equipped the

logic programming language Prolog with several flavours of constructive negation and fuzzy reasoning features. We have extended the generic version of the popular functional language Haskell with facilities for generic programming with abstract types. We have developed a model checker for the popular concurrent functional language Erlang. These two functional languages are widely acclaimed thanks to their clean support for multiprocessing which is crucial given the switch toward hardware multi-core architectures.

CURRENT RESEARCH

The group is currently involved in several European and national research projects:
ProTest: Property-based Testing, EU STREP FP7.

SafeCer:

Safety Certification with Reusable Software Components. ARTEMIS-JU Call 2010, proposal no. 269265-2.

COST Action IC0701:

Formal Verification of Object Oriented Software.

DESAFIOS10:

Development of High-Quality, Reliable, Distributed, and Secure Software. Spanish Ministry of Science and Innovation TIN2009-14599-Co3-00.

PROMETIDOS-CM:

Program in Methods for Rigorous Software Development. Regional Government of Madrid, P2009/TIC-1465.

SELECTED PUBLICATIONS

Susana Muñoz-Hernández and Víctor Pablos Ceruelo. Rfuzzy: Syntax, Semantics and Implementation Details of a Simple and Expressive Fuzzy Tool over Prolog. Information Sciences 181(10): 1951–1970, 2011.

Emilio J. Gallego, James Lipton, Julio Mariño and Pablo Nogueira:

First-order unification using variable-free relational algebra. International Journal of the IGPL, 19(6): 790–820. Oxford University Press, December 2011.

Ángel Herranz and Julio Mariño:

A Verified Implementation of Priority Monitors in Java. 2nd International Conference on Verification of Object-Oriented Software, FoVeOOS2011. Turin, October 2011.

Ángel Herranz and Julio Mariño:

Synthesis of Logic Programs from Object-Oriented Formal Specifications. 27th International Conference on Logic Programming ICLP2011.

Ángel Herranz, Guillem Marpons, Clara Benac and Julio Mariño:

Mechanising the Validation of ERTMS Requirements and New Procedures. 9th World Congress on Railway Research. Lille, May 2011.

David Castro, Clara Benac, Lars-Åke Fredlund, Víctor Gulías and Samuel Rivas:

A Case Study on Verifying a Supervisor Component Using McErlang. ENTCS 271:23–40. March 2011.

Víctor Pablos and Susana Muñoz-Hernández. Introducing Priorities in Rfuzzy:

Syntax and Semantics. 11th International Conference on Mathematical Methods in Science and Engineering. June 2011.

DISSERTATIONS

Ángel Herranz:

An Object-oriented Formal Notation: Executable Specifications in Clay. PhD thesis, January 2011.

Álvaro Fernández Díaz:

Static Partial Order Reduction for Probabilistic Systems. Master's thesis, TU Dresden, July 2011.

EVENTS

Pablo Nogueira has co-chaired the 4th. Spanish Workshop on Functional Programming, held in Corunna, September 2011.



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KEY FACTS

INSTITUTION

- Founded in 1971
- Located in one of the 10 Spanish "International Excellence" campuses
- 15 researchers (Babel group)

RESEARCH TOPICS

- Declarative programming
- Formal methods and specification languages
- Component-based software
- Validated, highly reliable SW development

EVENTS

11th International Conference on Mathematics of Program Construction, MPC2012. June 25–27.



University of Maribor
Faculty of Organizational Sciences



ABOUT THE INSTITUTION

The Faculty of Organizational Sciences is housed at the University of Maribor. The Faculty of Organizational Sciences has been involved in research and education about the organizational and informational sciences for more than 50 years. Today it provides Bologna programs in Information Systems, Human Resource and Educational Systems, and Business and Work Systems. During this period, the faculty has taught a large number of graduates who have pursued employment in the manufacturing and service industries as well as governmental and educational institutions. Research at the Faculty is organized in many laboratories and through the eCenter. Research projects involve prototyping, consulting, education, and training at the national and international level. Lab activities are organized and run following the LivingLab methodology, with strong involvement from business and government organizations, users, IT providers and universities. The resulting eLivingLab is the Slovenian founding member of ENOLL. The Faculty has established connections with numerous institutes, faculties and universities around the

world, enabling cooperation through student exchanges and collaborative research work. The Faculty of Organizational Sciences strives to enhance its internationally renowned reputation. Bilateral cooperation has occurred in several forms, including the exchange of higher education professors, participation in various research projects, and student exchange.

RESEARCH TOPICS

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

ANNUAL INTERNATIONAL EVENTS

25th Bled eConference

eDependability: Reliable and Trustworthy eStructures, eProcesses, eOperations and eServices for the Future
June 17–20, 2012, Bled Slovenia
<http://BledConference.org>

The Bled eConference is world's longest-running international eCommerce Conference, organized annually by the Faculty of Organizational Sciences, University of Maribor in the beautiful Alpine village of Bled. Every June, the Bled eConference attracts speakers and delegates from business, government, universities and information technology and e-service providers. With its fully refereed Research Track and Journal Partnerships, it is a major venue for researchers working in all aspects of "e".

eBled 2012 is the 25th eBled conference and this is a reason to celebrate. What began as a Slovenian conference with topics

around Electronic Data Interchange is for decades now an International forum for researchers, practitioners and policy makers and attracts participants from all over the world. Throughout the first 25 years, the Bled conference went along with the new Economy, the Digital Revolution, financial turmoils and the political and societal changes in Europe.

All aspects of electronic interaction – eEverything – is the theme of the Bled electronic commerce conference series. Society today depends on einfrastructures enabling eInteractions – on eEverything. Do we master the craft, art and science of designing eEverything so that we can depend on? The conference theme eDependability serves as a forum to discuss design and creation of reliable and trustworthy eStructures, eProcesses, eOperations and eServices.

<http://BledConference.org/2012/CFP>

International Conference on Organizational Science Development

The Faculty of Organizational Sciences organizes an annual international conference on the development of organizational sciences, held in March in Portorož, Slovenia. On various plenary sessions and research paper panels, numerous domestic and foreign participants from business, education, finance, public administration, tourism, healthcare and other sectors present their work in the field of organizational sciences.

<http://fov.uni-mb.si/conference>

CURRENT RESEARCH PROJECTS

Research program P5-0018
Decision-making systems in the global electronic commerce

Research program P5-0364-0586
Impact of management, organizational learning and knowledge management in modern organizations

Interreg Ivc, Mini Program Locare – Low Carbon Economy Regions

ZeroTrade: A public Private Governance Model for Zero Carbon Trade Sector

Central Europe Program

CentraLab – Central European Living Lab for Territorial Innovation

Competitiveness and Innovation Framework Program (CIP)

APOLLON – Advanced Pilots of Living Labs Operating in Networks

Nato Gepsus

Geographical information processing for the environmental pollution-related security within urban scale environments

Operational Program Slovenia – Austria

Process of cross-border network of innovative technological cooperation of small and medium sized enterprises and research institutions on specific cross-border innovative technological process development projects CROSSINNO

RECENT PUBLICATIONS

Kljajič Borštner, M., Kljajič, M., Škraba, A., Kofjač, D., and Rajkovič, V. 2011.

"The relevance of facilitation in group decision making supported by a simulation model," *Syst. dyn. rev.*, vol. 27, p.p. 270–293.

Bernroider, E. W. N., Sudzina, F., and Pucihar, A. 2011.

"Contrasting ERP absorption between transition and developed economies from Central and Eastern Europe," *syst. manage*, vol. 28, iss. 3, p.p. 240–257.

Leskovar, R., Acceto, R., Baggia, A., Lazarevič, Z., Vukovič, G., and Požun, P. 2011.

"Discrete event simulation of administrative and medical processes," *Zdrav Vestn*, vol. 5, p.p. 345–353.

Groznič, A., Weber, P., and Kern, T. 2011.
"Assessing organisational virtuality," *Afr. j. bus. manag.*, vol. 5, 8, p.p. 3132–3138.

ŠKRABA, Andrej, KLJAJIČ, Mirosljub, PAPER, Peter, KOFJAČ, Davorin, OBED, Mitja. Determination of recruitment and transition strategies. *Kybernetes*, 2011, vol. 40, iss. 9/10, pp. 1503–1522, doi: 10.1108/03684921111169512.



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STUDY PROGRAMS

- Information Systems
- Human Resource and Educational Systems
- Business and Work Systems

RESEARCH FIELDS (EXCERPT)

- eBusiness
- eGovernment
- Mobile commerce
- eHealth
- Management of Information systems
- Social media, Web 2.0, eCollaboration
- Open innovation
- Living labs
- ...



NATIONAL RESEARCH UNIVERSITY – HIGHER SCHOOL OF ECONOMICS MOSCOW – FACULTY OF BUSINESS INFORMATICS



GENERAL INFORMATION ON THE HSE

The National Research University Higher School of Economics (HSE), Moscow, Russia, was established in 1992 on the initiative of renowned Russian economists and leading reformists from the Russian government with the purpose of promoting economic and social reforms in Russia through the education of a new generation of researchers and practitioners. The HSE is an innovative university project, conceived by professional community with support of the Russian state and business. In October 2009 the Higher School of Economics received the status of a National Research University. The institution includes 24 faculties and schools and 38 research institutes and centers along with 30 research and educational laboratories.

GENERAL INFORMATION ON THE FBI

The Faculty of Business Informatics of the National Research University Higher School of Economics (HSE) was founded in 2002. It was created with the active participation of leading Russian and multinational IT companies.

The Dean of the Faculty of Business Informatics is Prof. Dr. Svetlana Maltseva. Currently the Faculty consists of 5 departments, 7 basic academic departments formed with partner-companies, and the School of Software Engineering, School of Applied Mathematics and Informatics, Higher School of Business Informatics, Microsoft Innovation Centre, Scientific and Research Center for Business Informatics. Since 2008 the Faculty has published the



scientific journal Business Informatics (Bines-Informatika).

HSE's cooperation with ERCIS has resulted in the launch in 2011 of a double Master's degree program with the University of Münster.

SCIENCE & EDUCATION CENTER OF INFORMATION CONTROL TECHNOLOGIES

The Federal Government and Ministry of Education and Science of the Russian Federation value the high research and consulting potential presented by the Faculty, and support Faculty research with two grants to run applied scientific projects. The Science & Education Center for Information Control Technologies is a specially designed unit devoted to these projects (see section current research). In addition, the faculty is engaged in the creation of a reference models database for business-processes in the banking sector, insurance sector, and IT services field.

ERCIS LAB AT HSE

The ERCIS Lab was announced on July 1st at the Innovation Forum. Currently this initiative is run by a core team in the SAP Academic Department at HSE and supported by the larger ERCIS center at the University of Münster.

Key topics of research and consultation by the Lab include:

- Mobility
- Enterprise information systems
- IT/IS for emerging Markets
- Industrial Solutions

EUROPEAN INNOVATION FORUM FOR INFORMATION SYSTEMS

On July 1, 2011 during the 1st European Innovation Forum for Information Systems (organized by the FBI and SAP Academic Department at HSE, as well as the ERCIS and SAP University Alliances) the Business Informatics Faculty's collaboration with ERCIS was brought to a new level: Prof. Dr. Joerg Becker was awarded the title of Honorable Professor of HSE.

The launch of the Russian ERCIS network and creation of ERCIS lab at HSE was also announced and it was followed by Surgutneftegaz (Industrial PhD) and OMK (United Metallurgical).

Relations with industry-related universities were leveraged later at the end of the year 2011 at the International Conference of SAP University Alliances (December 8, 2011), where Lukoil and Russian Railways signed a quadruple-party memoranda. At the same event on December 8, 2011 Surgutneftegaz was invited on an official visit to the larger ERCIS HQ in March, 2012.



From left to right: Dr. Victor Taratoukhine, Prof. Dr. Joerg Becker, Prof. Dr. Svetlana Maltseva, Alexei Toskin

CURRENT RESEARCH

The ERCIS Lab project that received positive feedback from the Rector's office is titled "Development of a Business-Process Bank for Best-Practice Referent Processes for Core Russian Industries."

The Federal Government and Ministry of Education and Science of the Russian Federation supported Faculty research with grants for the following projects: "Creation of Hi-Tech Manufacture of Cross-Platform Systems for Processing Unstructured Information in Order to Increase Innovative Activity in Russia," and "Scientific, Methodic, Analytic Support of Creation of Hi-Tech Manufacture of Innovative Hardware-Software Complexes for Efficient Control of Enterprises and Economic Branches within Modern Russia".

PLANNED ACTIVITIES

FBI, working with the S&E Center of ICT, is charged with defining new areas of scientific priority, designing development strategy for them, and providing training for scientific teams to transform them into scientific schools and think tanks. FBI will pursue the foundation of new research laboratories with companies such as SAP, Microsoft, and IBM. It is also essential to evaluate the prospect of cooperation with a few successful Russian IT companies undertaking their own R&D.

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KEY FACTS

RESEARCH TOPICS

- Business Architecture
- Systemic Approach
- Searching Technologies
- Risk Management
- Time Quality Management
- Entropy
- Semantic Networks
- Knowledge Management
- Enterprise Content Management
- Subject-Oriented Approach
- Socioeconomic Systems Modeling
- E-Business and Internet Technologies
- Information Services in Economics and Management
- E-Business and Internet Technologies
- Data Mining and Decision Support

NATIONAL RESEARCH UNIVERSITY – HIGHER SCHOOL OF ECONOMICS – NIZHNY NOVGOROD – FACULTY OF BUSINESS INFORMATICS AND APPLIED MATHEMATICS



НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
УНИВЕРСИТЕТ
НИЖНИЙ НОВГОРОД



ABOUT THE INSTITUTION

The Higher School of Economics in Nizhny Novgorod (HSE NN) is a young and active part of the innovative Russian distributed university – National Research University, State University – Higher School of Economics (HSE). HSE NN was founded in 1996 and it is currently a regional leader in business and economic education in Volga Federal Region. The main educational activities of the Faculty of Business Informatics and Applied Mathematics (BIAM) of the HSE NN are related to modern enterprise organization, enterprise architecture, business mathematics and computer modeling. Laboratory TAPRADESS (Theory and Practice of Decision Support Systems) is the research unit of the Faculty BIAM. It was founded in 2009 to promote high level research activity at HSE NN.

RESEARCH TOPICS

The research of the Faculty BIAM and TAPRADESS Laboratory is focused on the following areas:

1. Cognitive science: the development of methods and techniques of receiving, processing, storage, use and management of professional knowledge.
2. Situational Modeling: multi-dimensional modeling of the behavior and decision making processes of individual and collective agents in complex distributed systems.
3. Decision Making Analysis:
 - Basic approaches to solving such important problems as the reengineering of companies using advanced technologies of e-business and a consistent



set of formal process-oriented models. This result allows us to effectively conduct a systematic analysis of economic and technological factors affecting the sustainable development of business and e-commerce.

- Original ways of formalizing the knowledge, which are based on ontological engineering and supplemented by practical methods of integration and verification of complex corporate service-oriented systems.
- New mathematical models and multi-agent optimization algorithms in distributed service-oriented systems applicable to different domains (transport,



planning, training activities). The result defines new approaches to the creation and use of intelligent decision support systems in the modern service-oriented economy.

- Axiomatic approach to non-compensatory aggregation (decision making rules) and axiomatic approach to general measure of power (power indices) in a voting body.

CURRENT RESEARCH

Knowledge Representation with Ontologies. The project team performs analysis of different methods for modeling business processes, information services and busi-

ness processes and their validation in the development and integration of heterogeneous software components and classes of information systems within a single decision support system.

Multi-agent algorithms in DSS. The goal of this project is the development of multi-agent optimization models in logistics and transport management. The team builds a distributed model of management of a demand-responsive transport system, taking into account local and global system constraints.

Decision-making mechanisms and models. This project pursues a goal to investigate formal models of decision making and multi-criteria analysis.

Algorithms of non-compensatory aggregation. The research is focused on the investigation of rating algorithms, based on the principles of non-compensatory aggregation. Investigation was done in the context of multi-criteria optimization (MCDM).

PUBLICATIONS

E.A. Babkin, N.V. Aseeva, M.E. Karpunina Parallel Tabu Search Algorithm for Data Structure Composition // Lecture Notes in Business Information Processing, Springer, Verlag, 2011. No. 1 (90). pp. 110–123

B.Goldengorin, D.Krushinsky A Computational Study of the Pseudo-Boolean Approach to the p-Median Problem Applied to Cell Formation // Lecture Notes in Computer Science, Springer Verlag, 2011. No. 6701. pp. 503–516

V.A. Kalyagin, M.V. Batsyn Power index axiomatics in the problem of voting with quota // Automation and Remote Control, 2011. T. 72. No. 3. pp. 600–614

O.Kozyrev, V.P. Morozov, K.V. Logvinova Disordered Structures Models for Heterogeneous Media // European Journal of Scientific Research, 2011. No. T. 49, No. 3. pp. 464–467

2011 EVENTS

- International summer school on mathematical methods and algorithms of operations research, May 2011
- New master program on Computational linguistics was opened
- New international research laboratory of Algorithms and Technologies for Network Analysis under the direction of the leading scientist professor Panos Pardalos (University of Florida) was created with the support of the Russian Government.

PLANNED ACTIVITIES FOR 2012

- International conference on Perspectives of Business Informatics Research (BIR 2012), September 2012
- Preparation of the Joint PhD program in Business Informatics with the University of Vienna
- International accreditation of the Bachelor and Master programs in Business Informatics
- Creation at HSE NN of the Center of Excellence in education on ERP systems.



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KEY FACTS

INSTITUTION

- Founded in 2003
- 12 researchers
- Research Topics
- Cognitive Science
- Situational Modeling
- Decision Making Analysis

FORTHCOMING EVENTS

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

STEVENS INSTITUTE OF TECHNOLOGY – WESLEY J. HOWE SCHOOL OF TECHNOLOGY MANAGEMENT

STEVENS
Institute of Technology



ABOUT THE INSTITUTION

Founded in 1870, Stevens Institute of Technology is a premier private university focused on research and entrepreneurship in technology-related fields. Located across the Hudson River from Manhattan in Hoboken, New Jersey, Stevens has a population of 3700 graduate (Masters and PhD) and 2300 undergraduate students. Stevens is committed to exploring the frontiers of engineering, science, and management through integrative research and education programs. Stevens Three schools and one college support the mission of the Institute: The Charles V. Schaefer, Jr. School of Engineering and Science, the Wesley J. Howe School of Technology Management, the School of Systems and Enterprises as well as the College of Arts and Letters. Businessweek ranked Stevens in the top 3% of US universities based on student Return on Investment. Notable graduates include Frederick Winslow Taylor, the father of scientific management, Henri Gantt, whose GANTT chart is a staple in most project managers' toolkit, and Alfred Fielding, the inventor of Bubble Wrap. The School of Technology Management has 40 full-time faculty and 200 undergraduates, 1,200 MS students, 120 MBA students, 80 executive master's students, 25 PhD students and numerous non-degree graduate and executive programs. Within the school, the Information Systems group is among the largest graduate programs in the US, with a mix of evening and weekend classes as well as online course offerings to students around the globe.

RESEARCH TOPICS AND PROJECTS

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

- The Center for Decision Technologies (CDT) researches the networks that are around us and in us, because understanding these networks can assist in building technologies that augment decision making in a variety of domains. The Center helps decision makers integrate information through training and visualization. This work combines perspectives from information systems, cognitive psychology, social network analysis, and various computational sciences. The center focuses on two main areas:
- Understanding the dynamics of social networks. The ubiquity of networked technologies and the increase in location-aware mobile devices enable new forms of research that reveal the emergence of ideas. These ideas are generated and shared within communities, and leave electronic traces as they spread between people situated across time and space. Within this area of research, CDT members are looking at data from websites such as Digg and Twitter. CDT members are also looking at the ways communication within and between social networks can be used to predict political, cultural, and economic phenomena. In order to help decision makers identify trends in social network information streams, CDT members are exploring new ways of visualizing data.

- Improving the design of information systems. Systems are difficult to design, and little is understood about how to encourage the creative leaps that lead to simple but powerful designs. Specifically, CDT members are looking at how diagrams, gesture, and language interact in the design process.
- The Center for Business Process Innovation (CEBPI) researches how process innovation improves organizational performance, and how business process technologies can be better managed in organizations. CEBPI hosts a state-of-the-art BPM technology lab with different commercial and open source BPM tools, and provides executive education on process innovation, a graduate certificate on BPM and Service Innovation, as well as



courses to build Business Process Management skills for the undergraduate Business & Technology program at Stevens. CEBPI hosted the 2010 International Conference on Business Process Management and conducts research in two areas:

- Semantic Enterprise Architecture. Enterprise Architecture (EA) helps stakeholders understand, manage, and/or change organizations and their technical infrastructure. EA facets are typically organized according to the views they describe, such as process, data, rules and organization models. For organizations that engage in large architecture projects, a systematic organization of the architecture content is essential. To date, this meant choosing either a single modeling framework and language, or sticking to a particular architecture tool. Semantic Enterprise Architecture uses techniques born out of the Semantic Web efforts to better understand and analyze the information generated in Enterprise Architecture projects, irrespective of the tool or method used.
- Emergent Processes in Standardization Organizations. Standards organizations produce specifications that regulate many aspects of commerce and private life – from the way we connect peripherals to our laptop to the way health insurers and hospitals share information. While the adoption of standards has been subject to some scrutiny, the development of standards has received much less attention. CEBPI members are studying the collaboration patterns of standard makers in the development of new Web Standards. We seek to explain how standards makers make decisions, and factors affect the effectiveness of the standardization process.

RECENT PUBLICATIONS

Zur Muehlen, Michael; Su, Jianwen: Business Process Management Workshops – BPM 2010 International Workshops and Education Track, Hoboken, NJ, USA, September 13–15, 2010, Revised Selected Papers, Springer, Heidelberg, 2011 (801p.)

Rosemann, Michael; zur Muehlen, Michael; Indulska, Marta (eds.): Special Issue on Business Process Management. Information Systems and e-Business Management, ISSN 1617–9846, 12/2011, Volume 9, Issue 4, 2011.

Sakamoto, Yasuaki ; Tanaka, Yuko; Yu, Lixiu; Nickerson, Jeffrey V.: The Crowdsourcing Design Space. HCI (20) 2011: 346–355

Genc, Yegin; Sakamoto, Yasuaki; Nickerson, Jeffrey V.: Discovering Context: Classifying Tweets through a Semantic Transform Based on Wikipedia. HCI (20) 2011: 484–492

Wisnosky, Dennis E.; zur Muehlen, Michael: “Bespoke Enterprise Architecture: Tailoring BPMN 2.0 Using Conformance Classes”, Layna Fischer, BPMN 2.0 Handbook, Future Strategies, Lighthouse Point, FL, 2011.



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INSTITUTION

- 40 Faculty
- 200 Undergraduate Students
- 1,200 Master's and MBA Students
- 25 PhD Students

RESEARCH TOPICS

- Process Innovation
- Decision Technologies
- Semantic Enterprise Architecture
- Social Computing

AWARDS

- Stevens is ranked in the Top 100 US Universities (US News & World Report)
- Stevens is ranked in the top 3% of student ROI for US Universities
- Hoboken ranked #12 best College Town in the US (Princeton Review)
- Stevens WebCampus won the US-DLA online learning award 2006, 2008, 2010 and 2011

CHARLES UNIVERSITY IN PRAGUE, FACULTY OF MATHEMATICS AND PHYSICS – DEPARTMENT OF SOFTWARE ENGINEERING

› Charles University in Prague, Faculty of Mathematics and Physics – Department of Software Engineering <http://www.ksi.mff.cuni.cz>



ABOUT THE INSTITUTION

The department of software engineering is focused on research and teaching in the areas of database systems, software development, web and technologies.

RESEARCH TOPICS

There are four research groups in the department, focusing on web semantization, similarity search in multimedia databases, XML modeling and management, and service-oriented systems.

CURRENT RESEARCH

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

DISSERTATIONS

M. Patočka,
Design and Implementation of the Spad Filesystem, 2011

D. Hoksza,
Similarity Search in Protein Databases, 2010

J. Lokoč,
Tree-based Indexing Methods for Similarity Search in Metric and Nonmetric Spaces, 2010

A. Eckhardt,
Induction of User Prefer. for Sem. Web, 2010

SELECTED PUBLICATIONS

T. Skopal, B. Bustos,
On Nonmetric Similarity Search Problems in Complex Domains, ACM Computing Surveys, 43(4):34:1-34:50, October 2011

J. Galgonek, D. Hoksza, T. Skopal, SProt:
sphere-based protein structure similarity algorithm, Proteome Science, Vol. 9(Suppl 1), BioMed Central, 2011

J. Dědek, P. Vojtáš, M. Vomlelová, Fuzzy ILP
Classification of web reports after linguistic text mining, Information Processing and Management, Elsevier, 2011

Freitas, T. Knap, S. O'Riain, E. Curry, W3P:
Building an OPM based provenance model for the Web, Future Generation Computer Systems, 27(6), 2011

EVENTS

60-year anniversary of the Faculty of Mathematics and Physics



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KEY FACTS

INSTITUTION

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

RESEARCH TOPICS

- database systems
- semantic web
- similarity search
- XML
- service-oriented systems

LUISS GUIDO CARLI UNIVERSITY – CERSI – RESEARCH CENTER ON INFORMATION SYSTEMS

› LUISS Guido Carli University – CeRSI – Research Center on Information Systems www.cersi.it



ABOUT THE INSTITUTION

The Research Center on Information Systems (CeRSI) is the unit of the LUISS Guido Carli University in charge of both base and applied research in the areas of information systems (IS), enterprise software and knowledge platforms, organization studies, and information and communication technologies. CeRSI regularly runs scientific research and consultancy activities, and participates in national, European, and international R&D programs. CeRSI also promotes the development of research in cooperation with most prominent Italian and foreign scientific communities, and performs, upon request by public or private, national or international organizations, scientific counselling and researches in the aforementioned thematic areas.

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

In 2011 the founder and former director of CeRSI, Prof. Alessandro D'Atri, passed away on April 22nd after a long fight against cancer. In spite of this tremendous loss CeRSI took over Prof. D'Atri's legacy and continued to work thanks to the contribution of



his members and their scientific network.

In 2011, the CeRSI research center has hosted, for visiting or seminars: Daniel Muzio (University of Leeds), Dov Te'eni (Tel Aviv University), Gwanhoo Lee (American University), Richard Baskerville (Georgia State University), and William DeLone (American University).

RESEARCH TOPICS

The research model of CeRSI is based on building knowledge through the design and the evaluation of new artefacts in the context of innovative projects. CeRSI vision on IS research can be summarized as follows: "a research finalized to the design of an artefact (both technical and/or social) and to the evaluation of its possible organizational implications." This approach allows addressing relevant problems, engaging in national and international cooperation with other universities and research institutions, and investigating the design, the implementation processes, and the achievable outcomes in terms of organizational impacts, and performance improvements produced by the change.

The main competences of CeRSI focus on theories and methods for IT innovation planning, system design, and post implementation evaluation such as: functional and non functional requirements analysis,

design of IT supporting online communities, business models, and exploitation of IT services, assessment of managerial and professional competences. The main domains to which these competences have been applied are: e-commerce, e-business, e-government, e-health, e-care, e-learning, IT in the public sector, smart services for citizens and cities, IS for tourism and cultural heritage management.

CURRENT RESEARCH PROJECTS

In 2011 the following research projects contributed by CeRSI came to a successful conclusion: AUTOMATIC – Development of Curricula and Innovative Training Tools for Industrial Automation Systems for People Employed in SMEs, and EARNFILE – Evaluation And Recognition Of Non-Formal And Informal Learning.

CeRSI is currently working on the following research projects:

- HOPES – Help and social interaction for



elderly On a multimedia Platform with E-Social best practices, financed by the European Joint Program Ambient Assistant Living, Call 2. Partnership: RAND SAS (Coordinator), Microsoft UK, University of Stuttgart, AHPH, CUP 2000, LEKS-CNR, Fondazione Alberto Sordi – Campus Biomedico

- MID-BLUE – Multimedia Information Distribution Using Bluetooth, financed by the Regional Law (Lazio) 4, of April 28th 2006, Art. 182, sub 4, let. C. Entrepreneurial Projects, Vertical Actions for the Development of Innovation and Technological transfers. Partnership: ITHUM Srl

- LiVES – Learning in Virtual Extended Spaces, financed by the Regional Law (Lazio) 4, of April 28th 2006, Art. 182, sub 4, let. C. Entrepreneurial Projects, Vertical Actions for the Development of Innovation and Technological transfers. Partnership: Arakne Srl

- DTC-L – Distretto Tecnologico della Cultura della Regione Lazio, financed by the Lazio Region (Filas). Partnership: BNC S.p.a., TXT Polymedia S.p.A.

- Smart-cities Laboratory on eHealth/eCare. This research aims to analyze the state of the art of current good practices in eHealth/eCare in Europe in order to support the definition of a strategic plan for the city of Rome.

Furthermore, CeRSI has organized in 2011 the annual conference of the Italian Chapter of AIS. The conference took place at LUISS Guido Carli University, on October 7th–8th. The plenary session of this edition of the conference has been dedicated to the memory of Prof. Alessandro D'Atri.

PUBLICATIONS

Braccini, A. M. 2011.

Value Generation in Organizations, LAMBERT Academic Publishing, USA.

D'Atri, A., Ferrara, M., George, J. F., and Spagnoletti, P. Eds. 2011.

Information Technology and Innovation Trends in Organizations, Physica-Verlag, Heidelberg.

Federici, T., Braccini, A. M. 2011.

"The Interplay Between Practitioners and Technological Experts in the Design Process of an IS in Archaeology", Journal of Cases on Information Technology, In print.

Spagnoletti, P. and Federici, T. 2011.

"Exploring the Interplay between FLOSS Adoption and Organizational Innovation", Communications of the Association for Information Systems, 29, Article 15.

vom Brocke, J., Becker, J., Braccini, A.M., Butleris, R., Hofreiter, B., Kapočius, K., De Marco, M., Schmidt, G., Seidel, S., Simmons, A., Skopal, T., Stein, A., Stieglitz, S., Suomi, R., Vossen, G., Winter, R., and Wrycza, S. 2011.

"Current and Future Issues in BPM Research: a European Perspective from the ERCIS Meeting 2010", Communication of the Association of Information Systems, 28, Article 25.

Olden M., Za S. (2011),

"Biometric authentication and authorization infrastructures in trusted intra-organizational relationships", in Management of the Interconnected World, D'Atri et al. Eds., Physica-Verlag, Springer, Heidelberg.

Resca A. (2011),

"Constructing and implementing e-participation tools in the Emilia Romagna Region: assemblages and sense-making", Journal of Balkan and Near Eastern Studies, (13:1), pp. 59–76.



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KEY FACTS

INSTITUTION

- Amongst the most relevant research institutions in the IS research area in Italy
- 2 senior advisors
- 5 researchers
- 1 PhD student
- Several external national and international co-workers

RESEARCH TOPICS

- Theories and methods for IT innovation planning
- IT system design
- Post implementation evaluation

EVENTS

- IX Conference of the Italian Chapter of AIS, Rome, October 2012





ABOUT THE INSTITUTION

The Institute of Information Management at the University of St. Gallen (IWI-HSG), founded in 1989, is an autonomous research institution affiliated to the University of St. Gallen (HSG). The institute's budget is provided through (in descending contribution)

1. private research mandates (mainly consortial projects),
2. teaching commitments at HSG's M.A. in Information, Media and Communication Management, Ph.D. in Management (Business Innovation), etc.
3. public research funding (national research fund, KTI, EU), and
4. executive education in degree programs such as Executive Master of Business Engineering (EMBE HSG) and Diploma in IT Business Management and non-degree programs.

Privately funded research at IWI-HSG is organized in the research program "Business Engineering" which focuses on supporting business transformation ("Change the Business") through engineered generic artefacts like methods. Pursuing the competence centre (CC) approach for its main research topics, IWI-HSG coordinates and moderates several companies in developing an innovative solution approach to an important, relevant design problem in information management.

Currently IWI-HSG is comprised of five departments, each headed by a full professor (Andrea Back, Walter Brenner, Reinhard Jung, Hubert Österle, and Robert Winter). Some 15 Post-Docs and 35 PhD students are employed.

RESEARCH TOPICS AND

CURRENT RESEARCH PROJECTS

Started in August 2011, the SNF-funded research project "A Design Theory for Architectural Coordination of Enterprise Transformations (ACET)" will develop a theoretically grounded and situationally adaptable methodology for a coordinated implementation of enterprise transformation. For this purpose, various architectural elements such as frameworks, modeling languages, or model analysis will be combined. This is the main project of the "Architecture & Integration Management" group.

The group "Information Logistics Management" continues the long tradition of Business Intelligence and Data Warehouse research at IWI-HSG. The most recent topics of research are business analytics and smart energy networking. The KTI-funded research project "DWH 2.0" was launched together with major industry partners in 2011.

Currently in its 3rd two-year stage, the CC "Corporate Data Quality" continues to develop methods, architectures, reference models, and prototypes needed for efficient implementation of corporate data quality management in organizations.

The CC "Corporate Management Systems" (CC USS) develops concepts that enable large, international corporations to manage performance. In 2011, a new research stream "design for use" addresses how executive's working style, use situation,

and connectivity can be considered in the design of flexible, mobile corporate management systems for "digital natives."

The CC "Industrialization of Information Management" (CC IIM) investigates the transfer of industrial engineering approaches from more mature industries to the IT industry / to IT service providers. At the moment, research activities focus on IT-Sourcing and cloud sourcing.

In conjunction with the University of Leipzig, the CC "Sourcing 3" develops concepts and instruments for managing financial networks. Research activities are aligned with the "Bank 2015" model that represents a vision of customer-oriented as well as service-oriented networking within a bank.

The CC "Health Network Engineering" (CC HNE) focuses on the optimization of business processes in hospitals as well as on networkability within the public health sector. The publicly funded "Interreg IV" project on eHealth cooperation was continued in 2011 through several bilateral and multi-lateral workshops.

The CC "Independent Living" (CC IL) strives to enable elderly people to live a self-determined and independent life in their own homes. Research focuses on business models and prototyping of selected services in the areas of independent living and ambient assisted living.

The competence network "Business 2.0" investigates the use of web 2.0 concepts within enterprises. It focuses on the communication and information exchange through innovative internet applications.

PUBLICATIONS

The following list represents a very limited extract of our publications in 2011. The complete list and many full text downloads are available at

<http://www.iwi.unisg.ch/publikationen>.

Aier, Stephan; Bucher, Tobias; Winter, Robert:

Critical Success Factors of Service Orientation in Information Systems Engineering – Derivation and Empirical Evaluation of a Causal Model. In: Business & Information Systems Engineering 3 (2011), 2, 77–88.

Back, Andrea; Koch, Michael:

Broadening Participation in Knowledge Management in Enterprise 2.0. In: it - Information Technology 53 (2011), 3, 135–141.

Fitterer, René ; Mettler, Tobias; Rohner, Peter; Winter, Robert:

Taxonomy for multi-perspective evaluation of the value of complementary health information systems. In: Int. J. Healthcare Technology and Management 12 (2011), 1, 45–61.

Marx, Frederik; Lahrmann, Gerrit; Mayer, Jörg H.; Winter, Robert:

Aligning Management Controls and Information Systems: Contingent Organizational Design of Business Intelligence Application Architectures. In: International Journal of Organisational Design and Engineering 1 (2011), 3, 209–228.

Mettler, Tobias:

Transformation of the hospital supply chain: how to measure the maturity of supplier relationship management systems in hospitals? In: International Journal of Healthcare Information Systems and Informatics 6 (2011), 2, 1–13.

Otto, Boris ; Hüner, Kai ; Österle, Hubert: Toward a functional reference model for master data quality management. In: Information Systems and e-Business Management (2011).

Hau, T.; Burghardt, D.; Brenner, W.:

Multihoming, Content Delivery Networks, and the Market for Internet Connectivity. In: Telecommunications Policy 35 (2011), 6, 532–542.

Stroh, Florian; Winter, Robert; Wortmann, Felix:

Methodenunterstützung der Informationsbedarfsanalyse analytischer Informationssysteme. In: Wirtschaftsinformatik 53 (2011), 37–48.

EVENTS

The event series "Anwenderforum St. Gallen" (three per year, <http://awf.unisg.ch>) was continued in 2011 with the 31st, 32nd, and 33rd edition. Anwenderforum topic foci alternate between enterprise transformation and business intelligence. IWI-HSG also continued to organize events like the Business Engineering Forum or the IT Operations Days. These events serve as networking platforms that bring together a critical mass of practitioners and academics.



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KEY FACTS

INSTITUTION

- Founded in 1989
- 5 Chairs
- 50 Researchers
- Executive Education
 - Executive Master in Business Engineering
 - Diploma in IT Business Management

RESEARCH TOPICS

- Information Logistics Mgmt
- Enterprise Architecture Mgmt
- Integration Project Mgmt
- Health Networking
- Corporate Controlling Systems
- Business Engineering
- Sourcing in Financial Services
- Independent Living
- IT Management
- Business Innovation

EVENTS

- St. Galler Anwenderforum
 - On Enterprise Architecture Mgmt: 28.02.2011, St. Gallen
 - On Information Logistics & BI & Process Analytics: 30.05.2011, St. Gallen
 - On Enterprise Architecture Management: 7.11.2011
 - Business Engineering Forum: 22./23.9.2011

UNIVERSITY OF TURKU – TURKU SCHOOL OF ECONOMICS – DEPARTMENT INFORMATION SYSTEMS SCIENCE



ABOUT THE INSTITUTION

Turku School of Economics (TSE) is one of the largest institutes in Finland for education in economics and business administration. From 1.1.2010 TSE has been an independent business school within the University of Turku. The Institute for Information Systems Science was established in the late 1970s. The institute has grown to have three full professors and a total staff of about 25. In addition, the institute has approximately 20 active doctoral level students. The yearly intake for students having information systems science as their major subject is around 25 of the annual intake of 250. In addition there are yearly approximately 20 master level students in the three international master programs of the Institute: Global Information Systems Management, International Master in Management of Information Technology, and Work Informatics Information systems is a popular minor for students of many areas of economics, and business administration as well as computer science.

The Institute carries a main responsibility within the Turku Center for Computer Science (TUCS) for studies within information systems. TUCS is a joint unit between University of Turku, the Turku-based Swedish-speaking Åbo Akademi University and Turku Polytechnics. All master level courses within TUCS are taught in English.

RESEARCH TOPICS

The focus of the research activities within the institute lies within understanding the utilization of information and communica-

tion technology in enterprises and other organizations. The research conducted within the institute covers most of the key areas of information systems. The research activities can be classified into five themes, each including at least one published doctoral dissertation.

- strategic planning of information management
- network economics
- work informatics
- health care and welfare information systems
- decision and learning support systems

In terms of research methods used, the institute has a track-record and long traditions of conducting action research dating back to the 1980s. Today, the competence of the faculty members covers the whole methodological spectrum from qualitative to quantitative research.



CURRENT RESEARCH

Year 2011 marked an important milestone in the history of the Institute, as two new full professors, Jukka Heikkilä and Hannu Salmela entered their positions in August 2011. Jukka Heikkilä came from University of Jyväskylä, and Hannu Salmela has already held various professor positions in our Institute before.

Despite being in a business school, the institute runs a rich research tradition on public sector and third sector organizations also. 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 organizational stakeholders: organization's top management, information systems management, as well as individuals such as customers or workers. Recent developments put emphasis on the management and organizational aspects of data security and privacy, as well as IT governance issues.

EXAMPLES OF PUBLICATIONS

Islam, Najmul. (2011)
Understanding the Continued Usage Intention of Educators toward an e-Learning System. International Journal of E-adoption (IJE) 3(2).

Mäntymäki, Matti – Salo, Jari (2011)
Teenagers in Social Virtual Worlds: Continuous Use and Purchasing Behavior in Habbo Hotel. Computers in Human Behaviour, 27(6).

Suomi, Reima (2011)
Implementing an Electronic Infrastructure – Developments in Banking in Germany and Finland. In Chen, Te Fu (editor) Implementing New Business Models in For-Profit and Non-Profit Organizations: Technologies and Applications IGI Global, Hershey, USA.

Liu, Yong – Li, Hongxiu:
Exploring the impact of use context on mobile hedonic services adoption: An empirical study on mobile gaming in China. Computers in Human Behavior 27(2).

RECENT DISSERTATIONS

Mäntymäki, Matti (2011)
Continuous use and purchasing behaviour in social virtual worlds.

Li, Hongxiu (2010)
E-service continuance intention: an insight into the online travel services in China.

Bergum, Svein (2009)
Management of teleworkers – managerial communications at a distance.

Salmivalli, Lauri (2008).
Governing the Implementation of a Complex Inter-Organizational Information System Network – The Case of Finnish Prescription.

RESEARCH PROJECTS

During the year 2011 the research portfolio of the Institute has grown considerably. Important new openings are the research projects ICT-Portti and e-Live, which offer

development services for small and medium-sized enterprises in the field of ICT.

The research for the Finnish ICT-barometer happened in year 2011 for the first time in the University of Turku. This research done by Tomi Dahlberg was done in association with the Finnish Information Processing Association.

During the year 2011, the research project on public-private partnership success, principles, and organization in the health and social services of City of Turku was also initiated in the institute.

With the development of a master program in information security, research on the topic has also been intensified. A research report on continuity management in Finnish companies was published in the year 2011. Research topics by the doctoral students in the institute cover a wide spectrum of areas. Current active topics include:

- application of open source in health and telecommunication industries
- data mining in aviation safety
- use of teaching platforms
- agile information systems
- purchasing options for ERP-systems
- information overflow and interfaces in the work of medical doctors.

Research on different applications of Social Media seems to be a next core topic for the institute. A lot of initiatives following the road shown by Matti Mäntymäki's thesis are under way.



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KEY FACTS

UNIVERSITY OF TURKU

- Approximately 23000 students
- Circa 3000 staff members

THE INSTITUTE

- Yearly master level intake around 30
- 3 professors
- Circa 25 staff members
- Some 20 active doctoral students

RESEARCH TOPICS

- Strategic planning of IS
- Network economics
- Health care information systems
- Decision and learning support systems
- Management of IT

EVENTS

- IRIS and SCIS 2011
- Bi-annual Conference Well-being in the Information Society (WIS)

UNIVERSITY OF LIECHTENSTEIN – INSTITUTE OF INFORMATION SYSTEMS – HILTI CHAIR OF BUSINESS PROCESS MANAGEMENT



ABOUT THE INSTITUTION

The Institute of Information Systems at the University of Liechtenstein was founded in the early 1990s. We are a young and motivated research group that has grown continuously since our founding.

The Institute offers a Master's program in IT & Business Process Management, and a major in Information Management & IT within the Bachelor's program in Business Administration. In addition, the Institute is a co-founder of the Hilti Fellowship Program, which provides highly motivated and committed Master's students with the opportunity to do an internship at the Hilti Corporation in Liechtenstein while, at the same time, taking courses at the University of Liechtenstein. Currently welcoming applications for the 10th time in a row of the Hilti Fellowship, the program has proven a vital element of student exchange within the ERICIS network. In 2011, students from Austria, Estonia, Finland, Germany, Poland, Lithuania, and Liechtenstein participated in this unique program (more information available at www.uni.li/hilti-fellowship).

As an ERICIS member situated in the heart of Europe, the Institute of Information Systems strives to be a networking hub that facilitates the exchange of both IS researchers and students. In the past year, we have had the pleasure of hosting a number of distinguished IS researchers, including James L. Corner (University of Waikato, New Zealand), Helen Hasan (University of Wollongong, Australia), Roland Holten (Goethe University Frankfurt, Germany), Marco

de Marco (Università Cattolica, Italy), Jan Mendling (Vienna University of Economics and Business, Austria), and Rick Watson (University of Georgia, USA). The institute represents the Association for Information Systems (AIS) in Liechtenstein through the Liechtenstein Chapter of the AIS (LCAIS). Dr Jan Recker (Queensland University of Technology, Brisbane, Australia), Dr Iris Junglas (Accenture Institute for High Performance), and Dr Marcello La Rosa (Queensland University of Technology) are research fellows at the institute.

In turn, researchers from the institute held guest lecturer positions at several partner institutions, including Addis Abba University (Ethiopia), the University of Lausanne (Switzerland), the University of St. Gallen (Switzerland), the University of Siegen (Germany), the University of Münster (Germany), and the University of Verona (Italy).

RESEARCH TOPICS

Research at the institute specializes in Business Process Management (BPM) and related topics. BPM is rooted in Information Systems (IS) research and works closely with several other disciplines such as management studies and computer science. Apart from research in the further development of BPM as a discipline, our main research areas are:

- *Creativity and innovation in IS:* Focusing on creativity allows organizations to innovate on a continuous basis and to sustain a source of competitive advantage in their field. This research area particularly aims to understanding how IT can contribute to creating a socio-technical environment that is conducive to creativity and innovation.

- *Culture and people in BPM:* There is a growing awareness that effective BPM must not only consider the technological aspects of business systems, but also consider holistic organizational perspectives including personal and cultural aspects. This research area examines the constituent elements of cultural settings supportive of achieving BPM objectives, and explores their implementation through appropriate structures and actions.

- *Green IS and Green BPM:* Green IS is concerned with the design and implementation of information systems that contribute to organizational sustainability. Green BPM is concerned with the design and implementation of environmentally sustainable business processes, and thus closely related to Green IS.

- *Information and content management:* Making the best possible use of digital



information resources is a key competency necessary for today's organizations. This research stream specializes in the design and adoption of enterprise-wide information systems that support the creation, storage, retrieval, and retention of all types of organizational documents and content.

- *IT and BPM value:* While BPM essentially seeks to generate value for customers, surprisingly little research has been conducted on the value creation that occurs as a result of BPM. This research stream seeks to develop methods to assess the value contribution of process innovation and transformation.

- *Research methods in IS and BPM:* In this research area, we investigate the use of various research methods in IS and BPM (e.g., Design Science, NeuroIS, Grounded Theory).

ACTIVITIES

- *BPM Career Program:* The BPM Career Program at the University of Liechtenstein is aimed at attracting highly qualified and motivated talents with a firm interest in management and technology. It provides students with the opportunity to work in a professional environment while, at the same time, being enrolled in the accredited Business Process Master Program at the University of Liechtenstein. Students are thus provided with a unique environment that allows them to directly apply academic knowledge in practice.

- *BPM Thesis Award:* The Institute of Information Systems at the University of Liechtenstein aims to support and pro-



mote BPM-related theses with an award for outstanding Bachelor's and Master's theses in the field of BPM. All submissions are reviewed by an international expert committee. The authors of both the best Bachelor's thesis and the best Master's thesis are awarded 1.500 CHF each.

- *BPM Winter School:* In this winter school, held against the backdrop of Liechtenstein's mountainous scenery, students will gain a comprehensive understanding of contemporary trends in BPM. Classes are taught by BPM thought leaders from both academia and practice. In additional case studies and exercises, students apply concepts and methods to practical situations.

- *BPM Round Table:* Each round table meeting focuses on a specific sub-topic of Business Process Management. The meetings are interactive and open to all interested participants. Our aim is to foster BPM-related knowledge exchange and networking in the Rhine Valley and Lake Constance area.

Please visit www.bpm-education.org for further information about our activities in teaching and education



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KEY FACTS

INSTITUTION

- Founded in 1991
- Researchers: 15

RESEARCH TOPICS

- Business Process Management
- Enterprise Content Management
- Interoperability
- Sustainability
- Creativity
- IT Value

EVENTS

- 13th IEEE International Conference on Commerce and Enterprise Computing (CEC), Luxembourg, General Chair.
- 19th European Conference on Information Systems (ECIS 2011), Helsinki, Track Co-Chair: Accounting Information Systems and ERP.
- 10th International Conference on Wirtschaftsinformatik, Zurich, Student Track Chair.
- PhD Seminar on Design Science Research, January 2011, Flums, Switzerland.

VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS – THE DEPARTMENT OF INFORMATION SYSTEMS AND OPERATIONS



ABOUT THE INSTITUTION

The Department of Information Systems and Operations, Vienna University of Economics and Business (WU Vienna), was founded in the course of WU's organizational restructuring in 2005. Since then, it has consolidated the know-how and reputation of five highly renowned institutes and 16 professors with distinguished focuses in research and teaching, providing a broad representation of IS research topics. Our Bachelor's Program in Information Systems, as well as the subsequent Master's program, are recognized as Austria's leading degree programs in this field (according to Format Uni-Ranking, 2009). The recently-established trans-disciplinary Master's Program in Supply Chain Management (launched in the winter semester 2010/11) ambitiously attempts to follow in these successful steps.

NEW STAFF

We are happy to welcome Prof. Dr. Edward Bernroider and Prof. Dr. Jan Mendling in our department as new full professors. They already presented their best at our competence day. Edward Bernroider joined us in March 2011, heading the newly created Institute for Information Management and Control. Previously he was senior lecturer in "Technology and Information Management" at Royal Holloway, University of London. Jan Mendling succeeds Prof. Dr. Wolfgang Janko as head of the Institute for Information Business since October 2011. Previously he was Junior-Professor at Humboldt-University, Berlin.



WU Competence Day 2011 – a glimpse at our digital future.

CURRENT RESEARCH PROJECTS

One (among many) current research project, funded by the FWF, has reached its first major milestone. The project, "High Acceptance Multi-Criteria Decision Models – HAM", deals with the adoption of decision support systems (DSS). In the present state, the project has deductively developed a holistic explanation model for DSS adoption. This was done by careful integration of established basis models from information technology, operations research and psychology. The next step comprises an empirical validation of the theoretical model.



Dr. Jan Mendling joining the discussion at our competence day.

WU COMPETENCE DAY 2011 – A GLIMPSE AT OUR DIGITAL FUTURE.

The WU's competence day was held this year on November 17th and was hosted by our Department of Information Systems & Operations. The motto was: "digital future". The digital future is characterized by the ongoing digitalization process of all our personal and professional matters. Prof. Fleisch (ETH Zürich) impressively demonstrated this fact and various implications in his opening keynote speech. Mobile devices, electronic chips embedded in everyday products, social networks, and cloud computing offer a completely new potential for consumers and induce new



Dr. Edward Bernroider co-chairing the key-note speeches.

customer behaviors. They also create new challenges within corporations and with data privacy issues. The morning continued with four other brilliant keynote speeches from Prof. Dr. Becker (Westfälische Wilhelms-Universität Münster), Dr. Borchers (Telekom), Dr. Nusser (IBM Research) and Prof. Dr. Scheer (IDS Scheer AG).

After lunch there were four parallel tracks, three of which showed our department's current state of research. The fourth track was especially designed by and for students, covering the potential of WU's IT specialization courses. The day closed with a very special dinner, where two well-known academic key speakers Prof. Scheer and Prof. Becker joined our WU Jazz band for a jam session.

Throughout the day, our industrial information and communication technology partners like GS1, IBM, Orange, T-Systems, SAP, Software AG or Scheer Management offered exhibitions in the assembly hall of WU. Over the course of the day, 400 participants visited the event and were equipped with digital name-tags, which scrolled through additional useful information besides the name and affiliation of the visitor.

PUBLICATIONS

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

Bauer, Christine, Viola, Katharina, Strauss, Christine. 2011. Management Skills for Artists: "Learning by Doing?". *International Journal of Cultural Policy* 17 (5): 626–644.

Bernroider, Edward, Ivanov, M. 2011. Exploring the CobiT construct, its utilization and success rates for IT project management control systems. *International Journal of Project Management* 29 (3): 325–336.

Bernroider, Edward, Obwegeser, Nikolaus, Stix, Volker. 2011. Analysis of Heuristic Validity, Efficiency and Applicability of the Profile Distance

Method for Implementation in Decision Support Systems. *Computers and Operations Research* 38 816–823.

Krumay, Barbara, Brandtweiner, Roman, Zauner, Christoph. 2011. The impact of virtual communities on e-loyalty: a conceptual framework. *International Journal of Internet Marketing and Advertising (IJIMA)* 6 (3): 300–314.

Schroll, Alexander, Mild, Andreas. 2011. Determinants of open innovation: an empirical study on organisational, market, and human drivers of open innovation adoption across Europe. *International Journal of Innovation and Regional Development (IJIRD)* 3 (5): 465–485.

Strembeck, Mark, Mendling, Jan. 2011. Modeling Process-related RBAC Models with Extended UML Activity Models. *Information and Software Technology* 53 (5): 456–483.

OUTLOOK 2012

The WU is hosting two scientific events next year. The first is IRM2012: The International Conference on Information Resources Management, which will be held in May from 21–23. The second, BPMN2012: The 4th International Workshop on BPMN, will take place September 12–13.

In fall 2012 the enhanced and reorganized Master's Program in Information Systems will launch. Due to the international orientation of the IT field in general and of this master's program in particular, the new program will be held entirely in English.



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KEY FACTS

- Institution
- Founded in 2005
- More than 60 Researchers

RESEARCH TOPICS (EXCERPT)

- Supply Chain Operations Planning
- Social Aspects of IS
- Business Programming
- Computer Integrated Manufacturing
- Online-Algorithms and Decision Theory
- Knowledge-based Management
- New Product Development
- Data Modeling and eLearning
- Relation Theory
- eGovernment and eVoting
- eMarketing and Software Agents
- Decision Support Systems
- Secure Business Systems

EVENTS

- Italks: ec.wu.ac.at
- IRM2012, The International Conference on Information Resources Management, May 21–23
- BPMN2012, The 4th International Workshop on BPMN, Sep. 12–13

THE UNIVERSITY OF WAIKATO – DEPARTMENT OF MANAGEMENT SYSTEMS

› The University of Waikato – Department of Management Systems www.mngt.waikato.ac.nz/msys



ABOUT THE INSTITUTION

Waikato Management School is accredited by AACSB International, EQUIS – the European Quality Improvement System, and AMBA – the UK-based Association of MBAs. AACSB is the US-based Association to Advance Collegiate Schools of Business and is the world's oldest-established quality assurance body in management education. These accreditations are reviewed every few years by a team of academics from business schools around the world to ensure Waikato Management School staff continue to offer high quality and relevant teaching and that our top research rankings, programming and planning are maintained to international standard. The Waikato Management School is the top-ranked business school in New Zealand based on PBRF research productivity assessments.

Our school's mission includes a focus on sustainability. As one of eight departments in the school, the Department of Management Systems is home to the disciplines of e-business, e-commerce, information systems management, knowledge management, supply chain management, decision making and systems intelligence.

RESEARCH TOPICS

Our research reflects the multidisciplinary nature of the department. Recent topics of interest include:

- IT and process/strategic alignment in SMEs
- Tacit knowledge management
- How tacit knowledge is built
- Measurement of learning organisations
- A typology of systems intelligence
- Electronic government
- IS strategic alignment
- The IS research discipline
- Supply chain management



CURRENT RESEARCH

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



University of Waikato

PUBLICATIONS

Here are some of the more significant articles published recently:

Ab Wahid, Roslina; Corner, James; Tan, Peck (2011),

ISO 9000 maintenance in service organisations: tales from two companies, *Int'l Journal of Quality and Reliability Management*, 28(7): 735–757.

Basnet, Chuda (2011),

Selection of dispatching rules in simulation-based scheduling of flexible manufacturing, *International Journal of Simulation Systems, Science and Technology*, 10 (7): 40–48.

Cataldo, Alejandro, McQueen, Robert J, and Sepulveda, Marcos. (2012)

Comparing Strategic IT Alignment versus Process IT alignment in SMEs, *Journal of Research and Practice in Information Technology*, (in press).

Chen, Jihong; McQueen, Robert (2010),

Knowledge transfer processes for different



experience levels of knowledge recipients at an offshore technical support center, *Information Technology & People*, 23 (1): 54–79.

Chen, Jihong; Sun, Peter; McQueen, Robert (2010), The impact of national cultures of structured knowledge transfer, *Journal of Knowledge Management*, 14 (2): 228–242.

Childerhouse, Paul; Towill, D (2011), Effective supply chain research via the quick scan audit methodology, *Supply Chain Management: An International Journal*, 16 (1): 5–10.

Deakins, Eric; Dillon, Stuart; Al Namani, Hamed; Zhang, Chao (2010), Local E-government impact in China, New Zealand, Oman and the United Kingdom, *International Journal of Public Sector Management*, 23 (6): 1–12.

Deakins, Eric; Vossen, Gottfried (2010), Women leading and learning through present-day web linking technology, *International Journal of Knowledge and Learning*, 6 (1): 1–27.

Jones, Rachel and James Corner (2011), Stages and dimensions of systems intelligence, *Systems Research and Behavioural Science*, To Appear.

Li, Weiwei; McQueen, Robert (2008), Barriers to mobile commerce adoption: an analysis framework for a country-level perspective, *International Journal of Mobile Communications*, 6 (2): 231–257.

McQueen, Robert J. and Chen, Jihong (2010), Building script-based tacit knowledge in call center trainees, *Knowledge Management Research and Practice*, V.8, No 3, pp.240–255. [Publisher: Palgrave Macmillan ISSN: 1477–8238, EISSN: 1477–8246]

Rastrick, Karyn; Corner, James (2010), Understanding ICT based advantages: A techno savvy case study, *Interdisciplinary Journal of Information, Knowledge and Management*, 5, 305–326.

Roy, Asim; Mackin, Patrick; Wallenius, Jyrki; Corner, James; Keith, Mark; Schymik,

Gregory; Arora, Hina (2008), An interactive search method based on user preferences, *Decision Analysis*, 5 (4): 203–229.

Rusly, Fariza; Corner, James; Sun, Peter (2012), Positioning change readiness in knowledge management research, *Journal of Knowledge Management*. To Appear.

Sun, Peter; Anderson, Marc (2011), Civic capacity: Building on transformational leadership to explain successful integrative public leadership, *The Leadership Quarterly*, -online, 1–15.

Taylor, Hazel; Dillon, Stuart; Van Wingen, Melinda (2010), Focus and diversity in information systems research: Meeting the dual demands of a healthy applied discipline, *MIS Quarterly*, 34 (4): 647–667.

DISSERTATIONS

Ab Wahid, Roslina: The maintenance of ISO 9000 in Malaysian service organisations, 2011

Bircham-Connolly, Heather: Structured Articulation of Knowledge: The impact of the framing of questions, 2007
Boehme, Tillmann: Supply Chain Integration, 2009

Chen, Jihong: Exploring knowledge transfer and knowledge building at offshore technical support centers, 2010

Hung, Wei-Hsi: Supporting critical activities from web sites: an evaluation methodology, 2006

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

Rastrick, Karyn: Competitive Capabilities: A Resource Based Model of ICT Advantage, 2008

Siritanachot, Chansit: The impact of interventional change techniques on an Internet banking cross-functional team, 2008



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KEY FACTS

INSTITUTION

- Waikato University was founded in 1964
- Department of Management Systems
- is one of eight departments in the Faculty of Management
- 8 full time researchers

RESEARCH TOPICS

- Electronic government
- IS strategic alignment
- Groupware
- Knowledge management
- Organisational learning
- Supply Chain management
- Descriptive/prescriptive decision processes
- Systems Intelligence

Williams, David:

An investigation into tacit knowledge management at the supervisory level, 2011.

COMPETENCE CENTER SMARTER WORK provides research and transformation support in the area of Unified Communication / Collaboration (UCC) and Social Media. The integration of the underlying technologies and concepts into the workplace provides profound challenges and opportunities for organizational development and innovation. UCC as well as social media provide extended and richer modes of interaction among stakeholder. Customer relations as well as partner communities can be actively transformed by the introduction of UCC and Social Media. Furthermore, tools can be used to improve cooperation among employees, to strengthen social relations or to identify experts and specific information. While focusing on the interaction and behaviour of different stakeholders, approaches for smarter work should further reflect corporate social responsibilities (CSR).

TECHNOLOGY AND PARTNER ECOSYSTEM
The Competence Center for Smarter Work moderates an ecosystem of both technology and industry partners (domain experts). We are hosting a large set of solutions from our technology partners in a living lab in order to study innovation, adoption and use of these new technologies in a real world setting. Moreover, the lab provides an environment to study interoperability among different services and their integration into the existing infrastructures.

Our network includes domain experts who contribute specific insight on social media or workplace developments. The panel of enterprises from different industries provides input into our research agenda.



Based on common goals, different modes of collaboration, such as research projects, case studies, and workshops, are realized. Teaching and research are combined in project-based seminars. The Competence Center provides opportunities for students and young researchers to solve real-world problems, train project management skills and actively engage with business partners.

Lately we have started a new cooperation with Cisco and Nextira One. Its focus is on integrating the design and planning of smart working scenarios into service management activities. Beyond that we concentrate on a seamless integration of all communication channels.

ADVISORY BOARD
Beginning of 2012 an Advisory Board with industry experts will be established to guarantee an on-going exchange between research and real world sphere. The board, headed by Siegfried Schallenmueller, VP Services NextiraOne, will both inspire new research fields and act as a sounding board and networking partner.

CURRENT RESEARCH PROJECTS
In the following, examples illustrate the spectrum of projects at the Competence Center. For more information on projects please visit our website.

TRANSCO: SOCIAL FILTERING FOR KNOWLEDGE MANAGEMENT
In the Transco project we did explore a new approach of making accessible information within enterprises. Today's Knowledge Management Systems mostly focus on the information that is hosted. However,



plain information is hard to digest and due to the sheer amount of available information it is hard to find the right one. Beyond that reading a few articles on a certain topic does not

make you an expert. Therefore with Transco we rather make available the expertise of people from the company. This idea manifests in four cornerstones of our project: Social Filtering, Social Semantic Web, UCC Integration and integrated Q&A.

MOBILE KNOWLEDGE WORKER: UBIQUITOUS ACCESS TO IS FOR ROAD WARRIORS
Today, workers often have to travel and work away from their offices. When leaving their stationary work place, employees are affected by an insufficient access to enterprise business software. To contribute to this field, we developed an advanced mobile application which interacts directly with enterprise information systems, especially the customer relationship management. In our project we cooperated with Microsoft Dynamics Academic Alliance and disserto management gmbh and developed a mobile application for Windows Mobile 7, which easily connects with Microsoft Dynamics CRM. The tool provides various functionalities to optimize access to customer information and to improve time management and social networking applications.

SOCIAL MEDIA MONITORING: ANALYSIS OF SOCIAL NETWORKS FOR ENTERPRISES' ISSUE MANAGEMENT (ASNIM)
ASNIM is a joint project between the Competence Center and Dr. Axel Bruns and Dr. Jean Burgess from the ARC Centre for Creative Industries and Innovation at Queensland University of Technology (QUT). The project is funded for two years by the ATN & DAAD and will make a contribution to our understanding of dynamic communication processes in social networks (such as Twitter) as they relate to commercial brands and products. It traces and analyses the effects of the transition, diffusion, and dissemination of commercially relevant topics into, through, and from



social networks. Its methodological innovations and empirical results will become even more valuable as the role of social media in public and interpersonal communication continues to grow.

SELECTED PUBLICATIONS
Richter, D.; Riemer, K.; Vom Brocke, J. (2011):
Internet Social Networking: Research State-of-the-art and Implications for Enterprise 2.0. Business & Information Systems Engineering.

Richter, D. (2011):
Supporting virtual research teams – how social network sites could contribute to the emergence of necessary social capital. In: Proceedings of the Pacific Asian Conference on Information Systems (PACIS), Brisbane, Australia.

Richter, D.; Schaefermeier, M. (2011):
Target Group focused Social Media Marketing - The case of AIESEC. In: Proceedings of the 19th European Conference on Information Systems, Helsinki.

Stieglitz, S.; Dang-Xuan, L. (2011):
Adoption and Use of Corporate Wikis in German Small and Medium-sized Enterprises, In: Proceedings of the 17th Americas Conference on Information Systems (AMCIS), USA, Detroit.

Stieglitz, S.; Krüger, N. (2011):
Analysis of Sentiments in Corporate Twitter Communication – A Case Study on an Issue of Toyota, In: Proceedings of the 22nd Australasian Conference on Information Systems (ACIS), Sydney, Australia.

Vehring, N.; Klein, S.; Kramer, M. (2011):
Managing the Implementation and Use of Real Time Collaboration: When Vision Meets Reality, In: Proceedings of the 10. Internationale Tagung Wirtschaftsinformatik (WI 2011), Zürich, CH.

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COMPETENCE CENTER BPM IN FINANCIAL INDUSTRIES

In the year 2011 the ERCIS Competence Center BPM in Financial Industries focused on the topic of Business Process and Reporting Compliance. As new regulations such as Basel III or national financial consulting directives forced banks to rethink their business processes and reengineer their data warehouses, this topic got a lot of attention from practitioners, which finally led to a student project seminar in cooperation with one of Germany's leading banks and a bank audit organization. The project seminar had two essential goals. First, we aimed to check the applicability of an invented pattern matching approach for compliance checking of business processes. Second, we wanted to show that reporting and supervisory regulations might be conceptualized and analyzed by an extended modeling language for reporting and data warehouse engineering.

The first goal has been fulfilled by modeling and analyzing the purchase processes of the banking partner. In the end, we could successfully apply pattern matching algorithms for compliance checks. In order to conceptualize reporting regulations for their implementation in data warehouse systems we extended the multidimensional modeling language H2forReporting. Together with five Bachelor students, Mathias Eggert, Stefan Fleischer and Ralf Knackstedt were able to show the applicability of this extended conceptual modeling approach for Basel III regulation.

Final Presentation of the Project Seminar Business Process and Reporting Compliance and Supervisors: Mai Chi Pham, Yavus Simsek, Lisa Heierhoff, Tillmann Keller, Mathias Eggert, Stefan Fleischer.

In addition to the project seminar we conducted two modeling projects with a large German IT Service provider for banks. The first project provided insight into the modeling of risk reports and their special requirements for a conceptual modeling technique, while the second project aimed



to provide a deeper insight into the feasibility of pattern matching approaches for compliance checking. We much appreciated that both projects fulfilled the needs of our partners and that they have already agreed to plan follow-up projects.

For 2012 we plan to refine and further evaluate both the modeling approach for supervisory reports and the pattern matching approach. ERCIS partners all over the world are invited to use our methods for application, further evaluation and common research projects. Feel free to contact us.

THE FOLLOWING PUBLICATIONS RESULTED FROM OUR COMPETENCE CENTER WORK THIS YEAR

Becker, J.; Bergener, P.; Delfmann, P.; Weiß, B.:

Modeling and Checking Business Process Compliance Rules in the Financial Sector. In: Proceedings of the 32nd International Conference on Information Systems (ICIS 2011). Shanghai, China, 2011.

Knackstedt, R.; Eggert, M.; Fleischer, S.: The Legal Perspective on Business to Government Reporting – A Conceptual Modeling Approach and its Application in the Financial Sector. In: Proceedings of the 45th Hawaii International Conference on System Sciences (HICSS 2012). Weilea, Maui, Hawaii, USA, 2012.



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COMPETENCE CENTER ERP

During 2011 the ERP competence center has worked on various business software issues. We started the year with a user interface evaluation of a medium-sized business software that has been developed since 1992. With hundreds of man years of development effort, the recent user interface of Godesys ERP left room for much improvement. Therefore, we provided knowledge on the design of ERP user interfaces and evaluated the existing templates and screens. With more than 1,000 masks to evaluate, our project is one of the largest usability evaluation projects in the German ERP area that we know of.

In April, we started to work with the latest SAP ERP system as one of the first universities. Business ByDesign will become an important part of SAP's On Demand strategy and is currently in a worldwide roll out phase. In autumn 2011, we also initiated a first international integration scenario among the universities in Würzburg (Prof. Thome/Dr. Hufgard), Lausanne, Switzerland (Prof. Legner) and us. Here, the students at each university had to set up a fictitious company on their own. In a second step, we realized integration scenarios among the Business ByDesign systems in order to digitally exchange transaction data among the ERP systems. As a big thank you for our efforts in setting up the first integration scenario for Business ByDesign in academia worldwide, SAP invited all participating students to Walldorf in order to allow

for some additional insights into the SAP Business ByDesign world. We were also able to visit their tier 4 data center, which is designed to host mission critical computer systems such as Business ByDesign on the highest security level.

At the end of 2011, we started a R&D project with a vendor for merchandise planning software. Remira is a leading software development house for forecast software in retail. As such, we were asked to explore new algorithms for procurement forecasts based on neural networks and statistical forecast approaches.



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› COMPETENCE CENTER CLOUD COMPUTING (C4)

Since its initiation in spring 2011, the ERCIS Cloud Computing Competence Center (C4) has occasioned a variety of activities centered around the topic of cloud services with a particular focus on small and medium-sized enterprises (SMEs). Apart from talks by cloud experts (e.g., Holger Sirtl, Cloud Evangelist with Microsoft Germany) and invited talks, the C4 organized a panel discussion with renowned participants, tailored for regional SMEs that still have doubts about “moving into the cloud”. These events will be followed in 2012 by, e.g., another expert session on legal aspects of cloud-sourcing. In addition, the C4 publishes condensed summaries of hot topics in cloud computing in its C4 Management Briefs series. To find out more, simply visit <http://ercis.de/research/competence-center/cloud-computing>



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› COMPETENCE CENTER E-GOVERNMENT

The CC E-Government holds a long tradition at ERCIS as it was established when the ERCIS was founded in 2004. From the beginning, research was conducted in six research dimensions. We divided our research and corresponding projects, surveys and studies in the areas of Frontoffice and Backoffice and investigated the special aspects of an inside-perspective and an outside-perspective. Behind the products of a public administration there are about 2000 different administration processes. This process landscape has to be recorded and made accessible in an adequate manner to further analyze the processes and to make them more efficient. So process management is a central research dimension within the CC E-Government. From our perspective, process management is one basic concept to establish a holistic strategic management within public organisations and support to overall goal of efficiency within the organisation. Finally, to evaluate and apply theoretical concepts in practice, several projects are conducted together with project partners to transfer our research insights into practice. In doing so it was possible, for example, to transfer insights and research efforts – especially in the area of government specific business process management – successfully into a spin-off, the PICTURE GmbH.

RESEARCH PORTAL “PROCESS-ORIENTED GOVERNMENT” – A CURRENT RESEARCH PROJECT

Among others, the development of the research portal on Process-oriented Governments was a core project within the Competence Center in 2011. The aim of the study, funded by the German Ministry of Interior and developed together with the Chair of Information Systems of the Technical University of Munich (Prof. Dr. Helmut Krcmar), was to identify the state of the art of the research in the area of process management and process orientation in the public sector in Germany. To reach this goal we analysed various literature and project databases and asked every identified researcher for further informa-



tion about the identified – and also at that moment unidentified – projects and research results. Altogether we identified and classified 115 projects, 155 research results, 143 organisations, 215 researchers, and 104 publications relevant to our topic. All this information was integrated in our research portal, YourResearchPortal.com, which also was developed from ERCIS researchers and afterwards analysed. In one sentence, the actual state is that German public administrations are on the way to becoming process-oriented; however, they are far away from holistic process management structures and there are still many steps to go. In detail, we identified 14 recommendations for researchers, public administrations and funding institutions to foster these attempts.

The key is that we not only delivered a paper-based study with the collected results. We also provided a living, online Research Portal which will be continuously updated with new research results and which can be accessed via: <http://prove.yourresearch-portal.com>. The documented results in the form of a study are also available in the Research Portal.

SELECTED PUBLICATIONS

Becker, J.; Heide, T.; Hofmann, S.; Jurisch, M.; Knackstedt, R.; Krcmar, H.; Ley, T.; Räckers, M.; Thome, I.; Wolf, P.: Forschungslandkarte „Prozessorientierte Verwaltung“. Studie im Auftrag des Bundesministeriums des Innern. München/ Münster 2011.

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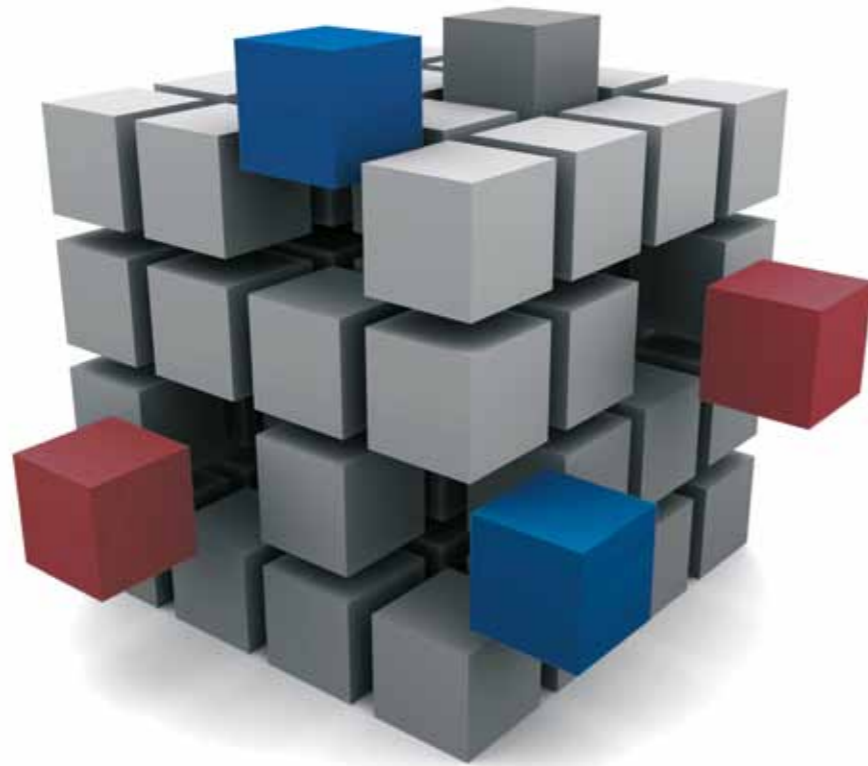


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COMPETENCE CENTER CONCEPTUAL MODELING

In past years, the Competence Center Reference Modelling has dealt with the construction, application and analysis of reusable conceptual models. In particular, we have investigated approaches on supporting the process of designing and applying reference models as well as designing particular reference models for different business domains. In recent years, the Competence Center has broadened its scope to any kind of conceptual models. Recently, conceptual models have become more common in almost every kind of information systems design. Common repositories of companies' conceptual models have reached a considerable size, containing thousands to tens of thousands of model elements, which makes the task of manually applying these models for different purposes nearly impossible (e. g., for Business Process Reengineering, Business Process Compliance Management, Mergers and Acquisitions, ERP Alignment, Model Driven Software Engineering, Benchmarking, etc.). Against the background of this development, the Competence Center focuses more on automatic support for model analysis.

In particular, we have developed approaches and tools for

- Semantic Standardization: Semantic Standardization is crucial for proper model analysis, as analysis of semantically non-standardized models may lead to ambiguous results. For example, in Business Process Compliance Management, it is necessary to identify model sections that

may violate legal regulations. If it is not clear how elements of compliant model sections are actually named, it is nearly impossible to identify counter-sections that represent compliance violations. The approach developed by the Competence Center allows for disambiguating conceptual models by enforcing naming conventions based on linguistic terms and phrase structures.

- Structural Model Analysis: To meet the model analysis requirements of Business Process Reengineering, Business Process Compliance Management, Mergers and Acquisitions, ERP Alignment, Model Driven Software Engineering, and Benchmarking, an approach for structural model analysis was developed. In particular, we support the identification of model sections that comply with a template structure. Such a template defines how a model structure typically looks and, for instance, reveals a process weakness. The analysis approach uses these templates, analyses arbitrary models and returns those model sections that match them.

- Efficient Model Analysis: The problem of analysing large model repositories is that

model analysis is computationally expensive. We have identified typical conceptual model characteristics based on findings from graph theory that allow us to significantly decrease the computational expenses of model analysis. This means that we can turn the general problem of exponential complexity into a problem of polynomial complexity, making automatic model analysis feasible even for large model repositories.

The general approaches of conceptual model analysis were transferred to implementations and particular analysis problems from different business domains. The latter are Business Process Compliance Checking, Business Process Weakness Detection and Syntax Verification. First efforts have been put on applications in the area of Mergers and Acquisitions and ERP Alignment.

We are happy to report that we were able to place high-ranked publications. Furthermore, we were nominated three times for a best paper award, of which we could win two. This has encouraged us to continue this research and support our research by applying for several DFG projects.

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› COMPETENCE CENTER SERVICE SCIENCE

With the rise of the service economy, the prosperity of industrial countries is based more than ever on engineering, selling, and delivering highly advanced services. In Germany, the trend for servitization is particularly recognized in the high-tech industries, leading to an integrated solution of goods and services that jointly fulfil customers' requirements. In the Service Science competence center at ERCIS, we focus on analyzing emerging research phenomena in the service economy, as well as designing IT artifacts for managing the transition towards service orientation.

In 2011, we focused on three areas of research.

First, we added to the results of the research project FlexNet that was carried out in Münster from 2006 to 2010. Drawing upon the theoretical frameworks of boundary spanning and service blueprinting, we presented a method for identifying IT-based boundary objects that allow for digitally connecting manufacturing companies, service companies, and customers. By using the concepts of the 'line of visibility' and 'line of interaction' from service blueprinting, the method helps to govern key dimensions of boundary spanning (i.e., information transfer and process coordination) in service networks. In addition, we presented a socio-technical approach for analyzing and designing interaction routines in service networks that comprise manufacturing and service companies.

Second, in the Networked Service Society (NSS) project, the permanent presence of an Information Systems researcher from the University of Münster has been arranged at the Queensland University of Technology (QUT) in Brisbane. Short-term research visits to Seoul were also conducted. Prof. Gottfried Vossen spent a research semester at the University of Waikato. In turn, Dr. Eun Kim (associated with KAIST) conducted a series of research visits in Münster. Workshops were carried out at KAIST, as well as at UNIST (Ulsan) and Yonsei (Seoul), and at the University of Waikato in order to identify further prospects for our cooperation.

Third, in the research project ServDEA, theories and artifacts for service productivity analysis were designed. We identified ontological deficiencies in conceptual modeling grammars related to service productivity analysis. In addition, we offered a set of elemental building blocks that can be used to model interactions in service networks, as well as present DEA adaptations for formalizing each of these patterns as linear programs. Finally, the software prototype ServDEA was designed in order to enable productivity analysts to set up their own Data Envelopment Analysis models for benchmarking their service processes.

From these projects, we successfully published and submitted collaboratively developed research papers to peer-reviewed conferences and journals. Papers were accepted for publication at the International Conference on Information Systems (ICIS), the Pacific Asia Conference on Information Systems (PACIS), at Multikonferenz Wirtschaftsinformatik (MKWI), the Hawaii International Conference on System Science (HICSS), the European Conference on Information Systems (ECIS), the Australasian Conference on Information Systems (ACIS), the European Workshop on Efficiency and Productivity Analysis (Ewepa), the RESER Conference, and the International Conference on Design Science Research in Information Systems and Technology (DES-RIST). Other research papers are currently under review at the European Conference on Information Systems (ECIS) to be held in Barcelona in 2012. In addition, papers are under review for publication in the IEEE Transactions on Engineering Management, in the Scandinavian Journal of Information Systems, and in the e-Service Journal.

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**NETWORKED SERVICE SOCIETY,
FUNDED BY THE GERMAN MINISTRY OF
EDUCATION AND RESEARCH (BMBF)**

The German Federal Ministry of Education and Research has launched eighteen research projects to build up joint research structures with the Asia-Pacific region. In this context, researchers of ERCIS collaborate on understanding and designing the "Networked Service Society".



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

With our research, our mission is to contribute to theory and to the innovative design of IT artifacts in three decisive areas:

- Professionalization: While services today tend to be developed non-systematically and are often provided to customers in a reactive fashion, value creation in the future Networked Services Society must be proactive. In addition, the development of management concepts and IT artifacts used in international service networks has to consider differences with respect to the intercultural contexts that shape different manifestations of service societies. For instance, the service societies in Germany or South Korea tend to be more focused on industrial services in the B2B sector, whereas services in Australia, New Zealand or the United States tend to be focused on professional or personal services.
- Digitalization: Value Creation in the Networked Service Society has to be both effective and efficient. To address both perspectives, appropriate IT artifacts need to enable global collaboration amongst companies and public administrations

at reasonable cost. In particular, service computing has enabled companies to tap into the resources of other companies around the globe. This results in a need to design flexible service infrastructures as well as predefined business content that can be included into service processes at run time, irrespective of space constraints.

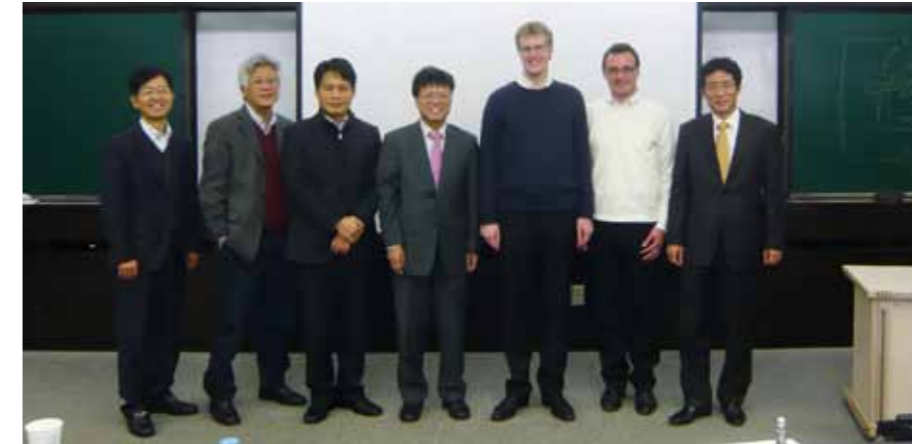
- Sustainability: Against the background of the demographic change and the scarcity of natural resources, services of the future must comply with the social and ecological responsibility expected from highly developed industrial nations. Services that account for the special needs of elderly people and services that enable networks to design their business processes in a sustainable way are two prominent examples.

Against the backdrop of this mission, and inspired by a workshop that was jointly conducted at QUT in 2010 during the Australasian Conference on Information Systems (ACIS), several research endeavours have been launched by the Networked Service Society team in 2011:

- Social Media as Digital Complimentary Assets: Social media, particularly online social networks such as Facebook, represent digital public goods that can be used by individuals anywhere and anytime, free of charge. Companies are increasingly attempting to capitalize on the data stored on these platforms. We theorize on the underlying phenomena, as well as develop innovative IT artifacts

to enable them to utilize this data.

- Local Authority e-Government Practices: Recent developments in mobile technology enable local authorities to improve the accessibility and convenience of conveying information to citizens. Following up on a study that was conducted by the University of Waikato in 2007, we plan to survey e-Government policy makers in New Zealand, Australia, and Germany as to how the provisioning of government services is affected and enabled by IT.
- Service Bundling Strategies: The emergence and proliferation of information networks enables companies as well as public administrations to configure value propositions of goods and services to fit individual customer needs. Based on the preliminary work of recommender systems, we derive new strategies for service bundling and quality assessment. One initiative is an empirical survey on how Australian citizens consume e-Government services and how the quality of service bundles is assessed.
- In 2011, we successfully published and submitted some collaboratively developed research papers to peer-reviewed conferences. While some papers were presented at the Pacific Asian Conference on Information Systems (PACIS) in Brisbane, as well as at the International Conference on Information Systems (ICIS) in Shanghai, more research papers are under review at the European Conference on Information Systems (ECIS) in Barcelona.

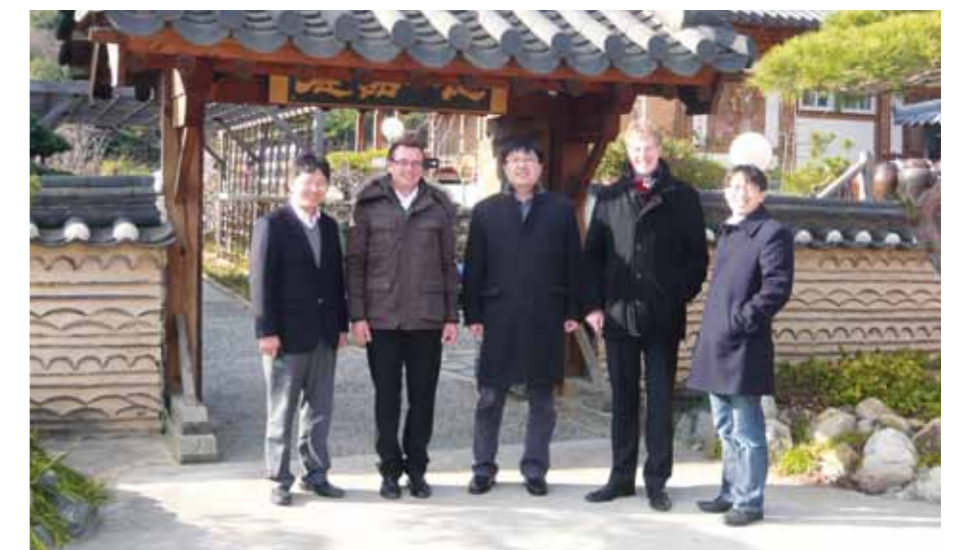


Besides conducting joint research in a Networked Service Society context, the structural goal of the project is to further establish long-term research structures with the Asia-Pacific region. For this purpose, the permanent presence of an Information Systems researcher from the University of Münster has been arranged at the Queensland University of Technology (QUT) in Brisbane. In addition, short-term research visits from Münster to KAIST in Seoul are being conducted. In 2011, Gottfried Vossen (WWU, Münster) spent a research semester at the University of Waikato. In turn, Dr. Eun Kim (associated with KAIST) conducted a series of research visits in Münster. Workshops were carried out at KAIST, UNIST (Ulsan), Yonsei (Seoul), and the University of Waikato in order to identify further prospects for our cooperation. In 2012, we strive to further strengthen our

ties and create top-quality research results. We plan to jointly apply for subsequent research projects and publish research papers for publication in internationally well-known journal outlets. To do so, we will draw on the work done in 2011 to further determinate some selected research areas. Project partners are Jörg Becker (WWU, Münster), Michael Rosemann (QUT, Brisbane), Jin Hyung Kim (KAIST, Seoul), Jim L. Corner and Bob McQueen (University of Waikato, Hamilton).

The research project Networked Service Society is funded by the German Federal Ministry of Education and Research (BMBF), promotion sign APR 10/805, from July 2010 to June 2012. An extension until June 2014 is currently under review.

For more information, please visit: <http://www.NetworkedServiceSociety.net>



› SABBATICAL IN NEW ZEALAND

Prof. Vossen is currently spending another sabbatical at The University of Waikato Management School (WMS) in Hamilton, New Zealand. He has done this before (in 2006/7), and his return to New Zealand is not just motivated by the attractiveness of the country and the 2011 Rugby World Cup which just finished in October, but primarily has a scientific motivation. WMS' Department of Management Systems has been an ERCIS member since 2008 and is thus the second one in the southern hemisphere (besides QUT in Brisbane, Australia). The picture shows Prof. Vossen handing over the ERCIS poster to Dr. Stuart Dillon, the chairman of the department.



is to assess the viability of a new approach to electronic data usage where context-specific data “bundles” are established and curated. Some of these topics have been under discussion with WMS partners for several years already. In addition, Prof. Vossen has already completed the English translation of his book on “Business Processes for Business Communities” which will be published by Springer, and is working on a textbook on cloud computing together with Till Haselmann, who visited New Zealand and WMS in September, and with Prof. Hoeren, ITM Münster. The Horus tool underlying the business process book has successfully been used in a course on Business Process Reengineering which Vossen gave during B Semester in Waikato.

WMS offers excellent working conditions for a sabbatical, both with respect to specific research questions and with respect to intensive work on Vossen's own projects that can now be pursued away from the daily business at home. Current study issues in New Zealand are, among others, the exploitation of cloud computing in the context of supply chain management or technology acceptance in very young ages. Prof. Vossen is also involved in a research proposal entitled “Curated Data as a Service” that is being prepared as a Marsden Fund submission and whose goal

Prof. Vossen has plans to interrupt his stay at Waikato for several home visits. During his first he has co-organized a seminar on Data Warehousing: from Occasional OLAP to Real-Time Business Intelligence (<http://www.dagstuhl.de/de/programm/kalender/semhp?semnr=11361>) at the Leibniz Center for Informatics Schloss Dagstuhl in Wadern near Saarbrücken, Germany together with colleagues from Belgium and the USA. The group picture shows the participants of this highly successful seminar, whose results are currently being written up.



› ERCIS JOINS ECWT

The importance of gender has already been widely accepted not only in practice, but also in scientific research. The European Centre for Women and Technology (ECWT) is a European non-profit organization based on a partnership between public actors, private organizations, academia, and NGOs. It was established in 2008 by multi-stakeholder representatives who share the common vision that ECWT can measurably and significantly increase the participation of women in the knowledge-based economy in Europe. The ultimate goal with the launch of the centre was to secure European leadership in the global agenda for women in technology. The ECWT partner network includes prominent multi-national companies and research institutions from all over Europe, such as Nokia, SAP, Accenture, Aalto University, etc.

ECWT supports regional innovation through leveraging resources, research, best practices and services. The activities of the centre are based on a holistic approach and the customized Global Framework of the International Taskforce on Women and

ICTs. The covered focus areas include Education, Entrepreneurship, Workforce, and Leadership.

Since June 2011 ERCIS is a member of ECWT supporting their goals and endeavors.

Currently ERCIS takes part in creation of the joint project proposal initiated by ECWT under the COST (European Cooperation in Science and Technology) framework. The aim of the project is to strengthen knowledge exchange between universities and industry in order to develop excellence on the added value of gender in research and innovation. The proposal was selected for the second evaluation round and, in case of final approval, will enable high-level networking between researchers and practitioners from such fields as robotics, biomedicine, nanotechnology, photonics, life sciences, ICT, and transport and logistics. In addition to that a PhD student at the Chair of Prof. Dr. Jörg Becker in Münster will conduct a collaborative research project on Gender Issues in Business Process Management together with the Chair of Prof. Dr. Jan vom Brocke in Liechtenstein and with the assistance of ECWT. This research should bring mutual gains for all participants and provide new and valuable insights into the gender topic from an IS perspective. If you would like to participate in the research, feel free to contact us!



Learn more about ECWT at <http://www.womenandtechnology.eu>



**Deutsch-Brasilianisches Jahr
der Wissenschaft, Technologie und Innovation 2010/11**
**Ano Brasil-Alemanha
da Ciência, Tecnologia e Inovação 2010/11**

**GERMAN-BRAZILIAN WORKSHOP ON
MANAGEMENT AND ENGINEERING OF
IT-SUPPORTED BUSINESS NETWORKS,
ADMINISTRATION NETWORKS AND SOCIAL
NETWORKS (DEUBRANET 2011)**

The progressive saturation of society with information technology (IT) enables businesses, public administrations and individuals to engage in entirely new forms of networking. Former local value chains are becoming global value networks, which connect an increasing number of actors in complex relationships. Individuals use social networks to exchange data with friends and to actively take part in value creation and opinion-forming processes. To meet ever growing expectations and cost pressure, public administrations increasingly cross-link and intensify partnerships with business.

The ERCIS DeuBraNet 2011 workshop brought together more than 50 German and Brazilian researchers from a variety of research disciplines that deal with the study of phenomena and the design of networked enterprises, institutions and societies. Special attention was given to networks that comprise of both German and Brazilian enterprises, public administrations, and individuals.

The workshop revealed that in order to address the complexity of technical and organizational networks, phenomena have to be examined in the interaction between technical and social science research disciplines. Participants saw that particularly attractive prospects to be investigated in the context of cooperative German-Brazilian research lie rooted in the different



conditions of network research in Brazil and Germany. The rise of Brazil as one of the world's leading economies offers an outstanding opportunity for revolutionary change to be framed by collaborative network research. Three topical tracks of the DeuBraNet workshop further explored particular research needs from Logistic Networks, Service Networks, and Public Administration Networks towards design-oriented IS research.



The workshop took place in beautiful Florianópolis, Santa Catarina, Brazil from November 21 to 23. It was hosted by Prof. Dr. Louis Roberto Westphal at the Universidade Federal de Santa Catarina (UFSC). DeuBraNet 2011 was organized by ERCIS directors Prof. Dr. Jörg Becker and Prof. Dr.-Ing. Bernd Hellingrath. It was funded by the German Federal Ministry of Research and Education (BMBF) in the context of the German-Brazilian Year of Science, Technology and Innovation 2010/11. For further information see: <http://deubranet.ercis.org>



› VIRTUAL SEMINAR ON GLOBAL CHALLENGES

In October 2011, the first joint ERCIS student seminar was launched, with the topic "Global Challenges and how IS can contribute". Thirty-one students from 7 countries participated in this seminar and collaborated in international teams on the treatment of specific topics. Participating ERCIS members come from Liechtenstein, Italy, United Kingdom, Russia, Switzerland, Netherlands, and Germany.

SEMINAR ORGANIZATION

Each group of students was provided with one global challenge (e.g., energy, global warming, or peace). See <http://www.millennium-project.org/> for further information on this) and had to write a research paper essentially on how IS can contribute to overcoming this challenge. Each group consisted of students from at least two different countries. The seminar was accompanied by at least one supervisor per institution, responsible for that institution's students. Furthermore, the supervisors were responsible for one or more challenges, serving as contact partner for the respective group. Benefits for students

The students learned how to organize and collaborate in virtual and international teams. They gained experience on how to write a scientific paper and how to publish and present the findings. They had to reflect on themselves, their group and their work in the process.

DETAILS

At the virtual kick-off, each group was asked to briefly present their idea up to this point (5 Minutes). The online meetings are held via Adobe Connect, provided by the University of Münster. Besides writing the paper, as a didactic component, the students were asked to write a weekly blog on their collaborative experience. The blog may contain, e.g., expectations prior to virtual meetings as well as experiences after such meetings. The blog served as a basis for individual lessons learned by the students. The students then presented their

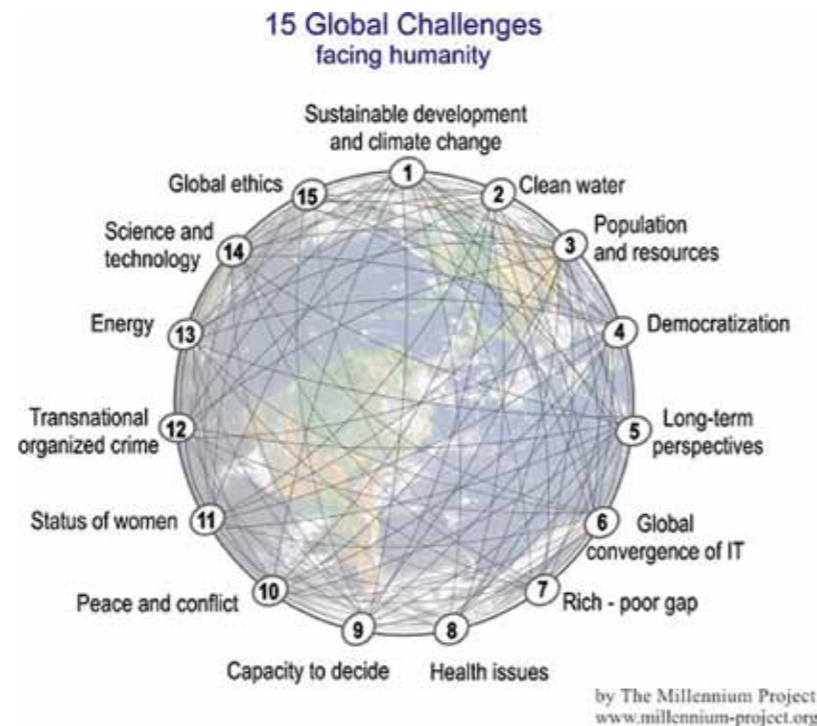
paper on their respective global challenges to all stakeholders both physically in Liechtenstein and in a virtual conference.

FINAL PRESENTATION

The final presentation took place at the University of Liechtenstein on January 27th. Together with three supervisors, five students from Münster joined the meeting in Vaduz, all the others were connected through a video conference. Each group had between 12–15 minutes for presentation and 5–10 minutes of discussion. At the end, each group will get detailed feedback on their paper and can discuss their communication experiences with the supervisors. The session was closed with a barbecue, organized by Jan and his team.

FUTURE PLANS

The seminar is planned to be repeated with a different topic next year. ERCIS members who are interested in joining such an international adventure are invited to contact the ERCIS Team at team@ercis.org.



TESTIMONIAL

"Thank you very much for the organization of this seminar! Although challenging, I learned a lot about virtual collaboration and about writing scientific papers in an international setting. Having the chance to meet my partner in real life in Liechtenstein and experiencing the hospitality of our hosts was great! I would definitely recommend this seminar to my fellow students!"
Asin Tavakoli, IS Master Student, University of Münster

› SLIPSTREAM: FROM INSIGHT TO IMMEDIATE ACTION WITH EVENT-DRIVEN BPM

The application of various measurement and analysis techniques on process-related data has been proposed under umbrella terms such as business process intelligence, business process mining, or business process analytics. The aim of these approaches is to provide process owners and participants with evidence-based insights about the performance of operational business processes. Business Process Management (BPM) systems constitute the primary data source for these approaches. The data contained in their logs represents a rich source of information to gain insight into executed and running processes and to take proactive or corrective actions to improve process performance.

However, a review of today's process-aware enterprise systems shows: Many BPM systems lack sophisticated capabilities to analyze log data. Moreover, Business Activity Monitoring (BAM) or Process Mining tools are limited to monitoring and notification functions and are not able to actually take action on a business process. It would require hardwiring systems of these two kinds to achieve end-to-end insight to action. Evidently, an architecture built on hardwired components would still suffer from inflexibility, e.g., in use with multiple, distributed process-aware enterprise systems.

STUDENT TEAM AWARDED FOR BEST PROJECT WORK

Considering the limitations of existing Business Activity Monitoring solutions, the student project seminar Slipstream developed a software prototype enabling a – as we coined it – Business Activity Management. The project was setup with ERCIS Advisory Board member SAP's research institution, SAP Research CEC Brisbane. The Slipstream approach not only includes a live monitoring of running business processes, but also allows for an automated process control and manipulation as well as real-time predictions. The implemented



software solution is based on complex event processing (CEP) technology – which facilitates a flexible system architecture and a loose coupling of system components – and connects last SAP standard software for BPM (SAP NetWeaver BPM), CEP (Sybase Aleri Streaming Platform) and dashboarding (SAP BusinessObjects Xcelsius).

The prototype was awarded for best SAP-related student project work by the SAP Arbeitskreis Hochschulen e.V. at the 10th Internationale Tagung Wirtschaftsinformatik in Zurich. The prototype was further accepted for presentation at the BPM 2011 conference's demo track.



CONJOINT RESEARCH ENDEAVOR OF ERCISPARTNERS

Present research continues to further explore questions related to an event-driven Business Process Management. Investigators from the ERCIS members University of Münster (Jörg Becker, Martin Matzner) and University of Liechtenstein (Oliver Müller) cooperate with the Karlsruhe Institute of Technology (Christian Janiesch).



› WWU SOCIAL MEDIA BARCAMP 2011

In July 2011, the research group for Communication and Collaboration Management at University of Münster (Prof. Dr. Stefan Stieglitz) hosted the WWU BarCamp for the first time. It promoted knowledge exchange between students of various disciplines (e.g. information systems, economics, law, sociology). More than 50 participants attended open workshops on the subjects of Social Media and Social Networks. Local companies sponsored the event and also organized presentations and discussions on their own (e.g. LBS, Virtimo, Zweitag, and Sonntagmorgen).

BarCamps are open conventions with distinct workshops whose contents are developed, provided, and presented by the participants. They emerged from the need to exchange knowledge in an open environment and to learn from others. Accordingly, participants need to be prepared to provide a presentation, to lead an interactive session on a certain topic, and to actively take part in discussions.

Generally, this kind of event allows students to exceed the limits of their own discipline and to develop new ideas together. Combining expertise from different areas of studies creates new perceptions of the topics and issues that are being discussed and provides the participants with a valuable experience.

To promote and support the WWU Social Media BarCamp an online community (<http://www-barcamp.mixxt.de/>) was estab-

lished. Several communication and collaboration tools such as a wiki and a blog were provided in order to give the participants the possibility to exchange information and to conduct discussions about the topics in advance.

EXCERPT OF TOPICS

- Legal and safety aspects of Social Media in companies
- Social Media guidelines – sense or nonsense?
- Lecture on grey SEO techniques
- Virtual currencies – BitCoin, Linden & Facebook Credit
- Chances and risks of Social Media platforms in the area of recruiting
- Social Media Marketing
- Joint digitally translation of the Bible

After all, the feedback of the participants was consistently extremely positive and the local media paid attention to this



event. Furthermore, many students expressed the wish for a continuation of the event in the next year. As a consequence of the successful event, the research group for Communication and Collaboration Management decided to schedule the second WWU Social Media BarCamp in spring 2012.

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› BPM WINTER SCHOOL IN LIECHTENSTEIN

In February/March 2012 the Institute for Information Systems at the University of Liechtenstein will host a Winter School in Business Process Management (BPM). The course provides a great opportunity to combine BPM teaching with social and winter sport activities. Lectures are taught by experts from both academia and practice and will cover topics such as BPM methods and tools, process-aware information systems, governance of BPM projects, and human factors in BPM. In additional case studies and exercises students will learn to practically apply concepts and methods. In the afternoons we will explore Liechtenstein, one of the smallest countries in the world. Surrounded by its neighbors Switzerland and Austria, Liechtenstein is the only country situated entirely in the Alps. It is also a wonderful place for a wide range of winter activities, such as skiing, ice skating, snowshoe hiking, or sledding. The BPM Winter School in Liechtenstein is especially targeted to Bachelor students. Registration deadline is January 31st, 2012. For further information visit: bpm-education.org





› HITI FELLOWSHIP PROGRAM

The Hilti Fellowship is part of the master's degree program in IT & Business Process Management (MSc IT & BPM) and was developed jointly by the Hilti Corporation and the University of Liechtenstein. It is a combination of academic learning and practical training at Hilti that is designed to set the cornerstone for a successful career.

This Hilti-sponsored fellowship offers committed and determined master students the opportunity to complete an internship at the Hilti Corporation in Liechtenstein while, at the same time, taking courses at the University of Liechtenstein.

More information is available at: <http://www.uni.li/hilti-fellowship>

FURTHER INFORMATION

For further information please contact Dr. Bernd Schenk (bernd.schenk@uni.li)



TESTIMONIALS



“The Hilti Fellowship was the best combination of practical and theoretical experience for me. On the one

hand, I got great insight into the work at Hilti, and on the other hand, I enhanced my theoretical knowledge of process management. Furthermore, it has been the start of my career at Hilti.”

Nadine Reuter



“The Fellowship Program is a great opportunity to work for a global company and gain insight into working on

real projects. This, combined with the possibility to pursue master's studies at the University of Liechtenstein, is an ideal way to put the theory learned into practice at work. In addition, the scenery—set in the middle of the Alps— is something one can never tire of!”

Joonatan Voltti



“The Hilti Fellowship was a very good opportunity to deepen my theoretical knowledge and apply it to

practice. A well-structured program, excellent mentoring, and the exchange of ideas with co-fellows from around the globe made my stay in the Rhine Valley one of the best experiences of my master's studies.”

Ralf Plattfaut



“The Fellowship Program of Hilti Corporation and University of Liechtenstein was indeed an enlightening

experience. The interesting and challenging tasks in research and practice helped me to improve my professional as well as my interpersonal skills. Through this program, I was able to enhance my knowledge – this was an important step for my future career goals.”

Dilara Khannanova

› BPM CAREER PROGRAM

The BPM Career Program at the University of Liechtenstein is aimed at highly qualified and motivated individuals with a strong interest in management and technology. It provides students with the opportunity to work in a professional environment while, at the same time, being enrolled in the accredited Business Process Master Program at the University of Liechtenstein. Students are thus provided with a unique environment that allows them to apply academic knowledge directly to real-world experience.



Business Process Management has emerged as a key competency for managers in contemporary organizations. Related concepts such as Total Quality Management, Business Process Re-engineering, and Six Sigma have been on the agendas of managers for years. In our program, students learn how to analyze, improve, design, and continuously manage business processes, considering aspects of strategic alignment, governance, methods, technology, people, and culture. Students learn how thinking in terms of processes can improve organizational efficiency, effectiveness, flexibility, and innovation.

ELIGIBILITY

The BPM Career Program is designated for graduates of Information Systems, Business Studies, Economics, and Information Science as well as both Natural and Engineering Sciences. Candidates must possess a qualifying university degree and must be motivated to complete a challenging program while, at the same time, working in a practical setting.



APPLICATION PROCESS

The application process is competitive. Interested persons should submit their applications to the University of Liechtenstein. The applicants' eligibility is evaluated by both the University of Liechtenstein and the supporting organization. Students are enrolled in the BPM Career Program if they are accepted by both the university and the participating organization. Students who apply for the BPM Career Program are asked to nominate two to three organizations in which they are most interested (more information is available at www.bpm-education.org).

FURTHER INFORMATION

For further information please contact Dr. Stefan Seidel (stefan.seidel@uni.li)

SUPPORTING ORGANIZATIONS

- Gebrüder Weiss
- Julius Blum GmbH
- Hilti AG
- Ivoclar Vivadent AG
- LGT Financial Services
- VP Bank AG



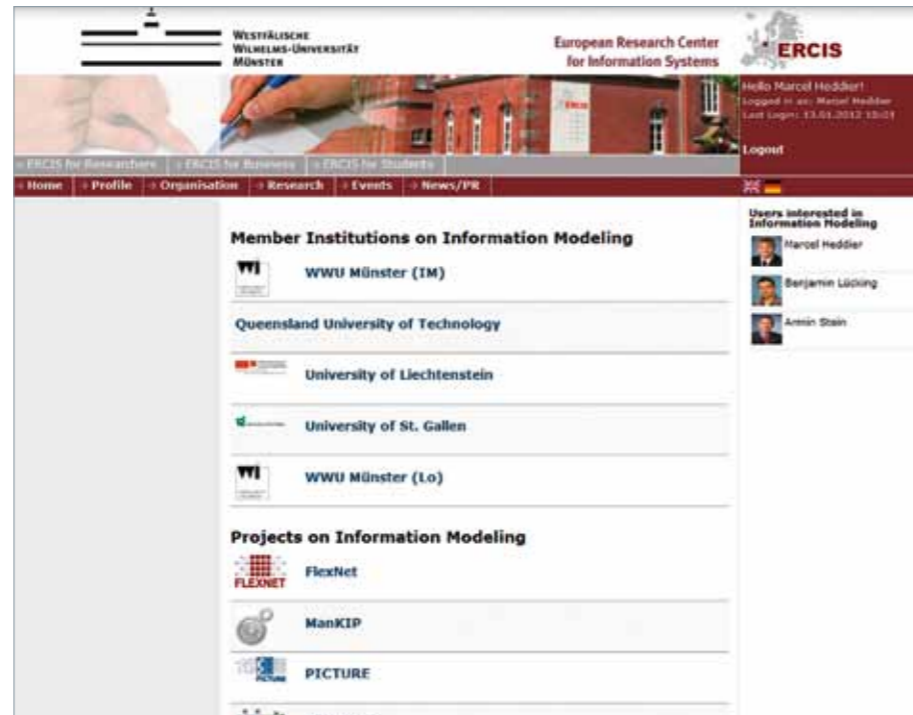
NEW ERCIS WEBSITE

ERCIS WEBSITE IMPROVED

During 2011, a small team at ERCIS headquarters worked hard to improve the ERCIS website. Our goal is to convert the current (and rather static) informational website into a vivid and dynamic web portal that provides a platform for intra-network communication with a high ratio of user-generated content. Therefore, the whole website was upgraded from a Drupal 6 to a Drupal 7 environment. Improvements in back-end usability and in overall performance are just some of the benefits resulting from this upgrade. The official launch is scheduled for the beginning of 2012. Rest assured that all ERCIS members will receive an invitation via e-mail.

FROM STATIC TO DYNAMIC

A static website is certainly important, but no one visits such a website on a regular basis. Only dynamically changing content leads to higher frequency rates. A vivid research network needs a vivid website. For this reason, we intend to involve all ERCIS members in the website. User-generated content is the key. We enable registered members from the network to generate and edit their own content. When you want to disseminate news or information about an interesting event, just create it on the website on your own. If you have a new project running, and you want to make it more visible, or you have additional information on running projects, you can create or edit the projects online. You can also create bibliography entries and link yourself to them, so that other ERCIS members can have a look at what you've published. We have worked to make the interface as



easy to use as possible — and we are still improving it now, so don't hesitate to suggest ideas for improvements.

PEOPLE MATTER

What constitutes a network? People! Although institutions are important and will continue to be represented on the website, we want to shift the focus to the people in the network. Without a doubt, many close ties have already been established between ERCIS members at meetings, conferences, and other occasions, but many people still don't know each other or don't know who else is part of the ERCIS network and what they are working on. The goal is clear: Provide a platform for our members to present themselves and give

them the opportunity to find other people in the network. Therefore, registered members can maintain their own ERCIS profiles (including a photo, their research topics, conferences they like, and much more). They can find people with similar research interests who attend the same conferences, or just have a look at the newest publications.

CONNECT YOURSELF – BE THE NETWORK

On top of this, we provide the basic means for intra-network communication. You can send personal messages to other researchers within the network, or just use the instant chat to talk with ERCIS members who are on the website at the same time as you. We don't want to be clones of Facebook or Twitter. We intend to provide a communication framework that is ERCIS-related and supports those who wish to get in touch with each other in an easy way. We are still working on these functions, so stay tuned for more to come.

Interested? Visit www.ercis.org today!



ERCIS TEAM

› New ERCIS Website/ERCIS Team www.ercis.org



If you 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 three PhD students, Sara Hofmann, Katrin Bergener and Marcel Hedder, who work part-time for the network during their PhD studies. Besides answering emails, the team helps organizing events, maintains the website, organizes the network communication, and supports project applications. If you are interested in the network, get in touch with them!

THE IS RESEARCH NETWORK



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