

# e**finance**lab

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at the HOUSE OF FINANCE

## Vorläufige Leistungsbilanz des E-Finance Lab für das erste Halbjahr 2010

|  |   |   |   |
|--|---|---|---|
|  <p>Management &amp; Technology Consultants</p> |  <p>Deutsche Bank</p>        |  <p>DEUTSCHE BÖRSE GROUP</p> |  <p>DZ BANK Gruppe</p> |
|  <p>finanz informatik</p>                       |  <p>IBM</p>                  |  <p>T-Systems</p>           |   |
|  <p>ES&amp;T</p>                                |  <p>Die DirektAnlageBank</p> |  <p>Interactive Data</p>    |   |

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Please refer to <http://www.efinancelab.de/reports> for a complete reference of present and past balances of activities.

## Overview over research results from all layers in 2010

|         | Scientific Journals | Practitioner Journals and Magazines | Conferences | Books/Chapters in Books | Working Papers | Total |
|---------|---------------------|-------------------------------------|-------------|-------------------------|----------------|-------|
| Layer 1 | 8                   | 1                                   | 26          | 1                       | 0              | 36    |
| Layer 2 | 2                   | 3                                   | 21          | 2                       | 7              | 35    |
| Layer 3 | 4                   | 4                                   | 15          | 1                       | 4              | 28    |

|         | Presentations | Software | Surveys / Case Studies |
|---------|---------------|----------|------------------------|
| Layer 1 | 28            | 0        | 5                      |
| Layer 2 | 27            | 0        | 1                      |
| Layer 3 | 20            | 0        | 1                      |

**Layer 1**  
**“IT-Infrastructure: Service Systems in E-Finance”**  
**Deliverables 01/2010 to 06/2010**

**1. Working Packages (WP)**

| 1. WP: Services Management                                   | lead | team   | deliverable   | delivered work   |
|--|------|--------|---|--|
| 1.1. IT Project and Risk Management                          | RB   | MP, RG | International Conference 01/10<br><br>International Conference 06/10                                    | <p><b>MP (2010):</b><br/>IT Project Portfolio Management – a Matter of Organizational Culture?<br/>In: Proceedings of the 14th Pacific Asia Conference on Information Systems (PACIS 2010); Taipeh, Taiwan</p> <p><b>MP (2010):</b><br/>The Organizational Culture’s Influence on Risks in IT Projects – A Structuration Perspective, In: Proceedings of the 16th Americas Conference on Information Systems (AMCIS 2010); Lima, Peru</p>  |
| 1.2. Communication Technologies and Behavior                 | RB   | SW, MW | International Conference 01/10<br><br>International Journal 06/10<br><br>International Conference 06/10 | /  |
| 1.3. Business Value of Financial Service Mashup Applications | RB   | IP     | International Conference 05/10  | <p><b>IP, RB, MW (2010):</b><br/>Enterprise Mashup Systems as Platforms for Situational Applications - Benefits and Challenges in the Business Domain,<br/>In: Business and Information Systems Engineering (BISE), Vol. 2, No. 5, (forthcoming)</p>   |
| 1.4. Requirements Engineering                                | RB   | FZ     | International Conference 06/10  | <p><b>FZ, RB (2010):</b><br/>Because effort matters! A Mapping Model for Assessing Project Effort in Requirements Engineering,<br/>In: Business and Information Systems Engineering (BISE), Vol. 2, No. 2, pp. 165-173</p> <p><b>FZ, RB (2010):</b><br/>Assessing Project Effort in Requirements Engineering: A Report on Design Research in Progress,<br/>In: R. Winter, J. Zhao, and S. Aier (Eds.), DESRIST 2010, LNCS 6105, 2010, pp. 490-505. Herbert Simon Award for the BEST PAPER</p> <p><b>FZ, RB (2010):</b> Evaluation of the Goal-oriented</p> |

|                    |  |  |  |  |
|--------------------|--|--|--|--|
|                    |  |  |  | Requirements Engineering Method KAOS,<br>In: Proceedings of the 16th Americas<br>Conference on Information Systems (AMCIS<br>2010); Lima, Peru |
| Additional results | <b>MP (2010):</b><br>Exploring Leadership Styles in Software Development Projects,<br>In: Proceedings of the 14th Pacific Asia Conference on Information Systems (PACIS 2010);<br>Taipeh, Taiwan |  |  |  |

| 2. WP: Services Sourcing     | lead | team   | deliverable                       | delivered work   |
|------------------------------|------|--------|-----------------------------------|--|
| 2.1. IT Near- and Offshoring | RB   | KS, RG | International<br>Conference 06/10 | <p><b>KS, RB, RG (2010):</b><br/>Management of Globally Distributed Software<br/>Development Projects in Multiple-Vendor<br/>Constellations,<br/>In: Proceedings of the 4th Global Sourcing<br/>Workshop; Zermatt, Switzerland</p> <p><b>KS, RB, RG (2010):</b><br/>Conflict as Manifestation of Culture in Global IS<br/>Outsourcing Relationships,<br/>In: Proceedings of the 18th European<br/>Conference on Information Systems (ECIS<br/>2010); Pretoria, South Africa</p> <p><b>RG (2010):</b><br/>Review of the IS Offshoring Literature: The Role<br/>of Cross-Cultural Differences and Management<br/>Practices,<br/>In: Proceedings of the 18th European<br/>Conference on Information Systems (ECIS<br/>2010); Pretoria, South Africa</p> |
| Additional results           |      |        |                                   |  |

| 3. WP: Services Creation                   | lead | team          | deliverable  | delivered work   |
|--|------|---------------|--|--|
| 3.1. Financial Business<br>Grid Prototypes | WK   | JV, MW,<br>SW | International<br>Conference 06/10<br><br>International<br>Conference 06/10 | <p><b>SW, RB, MW, JV (2010):</b><br/>Portfolio Performance Measurement based on<br/>Service-Oriented Grid Computing: Developing a<br/>Prototype from a Design Science Perspective,<br/>In: Proceedings of the 43th Hawaii International<br/>Conference on System Sciences (HICSS-43);<br/>Koloa, Kauai, Hawaii, USA</p> <p><b>SW, RB, RG (2010):</b><br/>Design Science in Research Cooperations with<br/>the Industry: Findings from three Prototyping<br/>Projects,<br/>In: Proceedings of the 5th International<br/>Conference on Design Science Research in<br/>Information Systems and Technology<br/>(DESRIST 2010); St. Gallen, Switzerland</p> |

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|--|---|--------|--|--|
|  |   |        |  | <p><b>SW (2010):</b><br/>Developing a Model for Theory-generating Design Science Research – Research in Progress,<br/>In: Doctoral Consortium of the 5th International Conference on Design Science Research in Information Systems and Technology (DESRIST 2010); St. Gallen, Switzerland</p>   |
| 3.2. Financial Business Grid and Service-oriented Architecture (SOA) | WK  | JV, MW | <p>International Journal 02/10</p> <p>International Conference 06/10</p> | <p><b>MW, JV, RB (2010):</b><br/>Services Grid Competence as Driver of Business Agility in Turbulent Environments - A Conceptual Model in the Financial Services Industry,<br/>In: Proceedings of the 43th Hawaii International Conference on System Sciences (HICSS-43); Koloa, Kauai, Hawaii, USA</p> <p><b>MW (2010):</b><br/>Determinants of Grid Assimilation in the Financial Services Industry - An Institutional Theory Perspective<br/>In: Proceedings of the 18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa</p> <p><b>JV (2010):</b><br/>Grid Technology as Green IT Strategy? Empirical Results from the Financial Services Industry,<br/>In: Proceedings of the 18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa</p> <p><b>JV, RB, MW (2010):</b><br/>Impact of Pressure for Environmental Sustainability on Grid Assimilation - Empirical Results from the Financial Services Industry,<br/>In: Australian Journal of Information Systems (forthcoming)</p> |
| Additional results   | <p><b>SW (2010):</b><br/>Design Science Research: Paradigm or Approach?<br/>In: Proceedings of the 16th Americas Conference on Information Systems (AMCIS 2010); Lima, Peru (AMCIS); Lima, Peru</p> |        |  |  |

| 4. WP: Enabling Technologies   | lead   | team   | deliverable   | delivered work   |
|--|--------|--------|---|--|
| 4.1. QoS-aware composition and execution of service-oriented workflows | RS, JE | JE, DS | <p>International Conference 05/10</p> <p>Workshop 02/10</p> | <p><b>DS, JE, AM, StS, RS (2010):</b><br/>QoS-Aware Service Composition for Complex Workflows.<br/>In: Proceedings of the Fifth International Conference on Internet and Web Applications and Services (ICIW 2010), Barcelona, Spain.</p> <p><b>DS (2010):</b><br/>Sichere und Zuverlässige Prozessausführung in</p> |

|  |        |         |  |  |
|--|--------|---------|--|--|
|  |        |         |  | Serviceorientierten Architekturen.<br>In: Workshop Proceedings of the 2nd Central-European Workshop on Services and their Composition (ZEUS 2010), Berlin, Germany, vol. 563, pp. 113-120.   |
| 4.2. Semantic description and matchmaking of financial services  | RS, JE | StS, MN | International Conference<br>03/10  | Forthcoming  |
| 4.2. Cross-organizational service security – solutions for attack modeling and defense in the E-Finance industry | RS, JE | AM, AP  | International Conference<br>02/10<br><br>International Conference<br>02/10 | <b>AM, TA, NR, DA, RS, PB (2010):</b><br>Attacks on the Internet of Services – The Security Impact of Cross-organizational Service-based Collaboration.<br>In: Matthias Schumann and Kolbe, Lutz M. and Breitner, Michael H. and Arne Frerichs: Tagungsband Multikonferenz Wirtschaftsinformatik (MKWI) 2010, pp. 425-426 (short) and 2151-2162 (full), Universitätsverlag Göttingen.<br><br><b>AM, NN, CG, AK, NR, RS (2010):</b><br>A Generic Metamodel for IT Security - Attack Modeling for Distributed Systems.<br>In: Proceedings of the Fifth International Conference on Availability, Reliability and Security (ARES), Second International Workshop on Organizational Security Aspects (OSA), pp. 430-437. |
| Additional results   |        |         |  |  |

| 5. WP: IT Architectures   | lead  | team    | deliverable            | delivered work |
|---|---|---------|------------------------|----------------|
| 5.1. Benchmarking approaches for IT architectures in financial institutions | RS, JE  | StS, NN | Working Paper<br>06/10 |                |
| Additional results  | <b>JE, MV, AM, AP, RS (2010):</b><br>Readiness and Maturity of Service-oriented Architectures in the German Banking Industry - A Multi-Participant Case Study.<br>In: IEEE International Conference on Digital Ecosystems and Technologies (IEEE DEST 2010), Dubai. |         |                        |                |

| 6. WP: Communication   | lead   | team   | deliverable            | delivered work |
|--|--------|--------|------------------------|----------------|
| 6.1. Fixed mobile convergence analysis in the banking industry | RS, JE | DS, AM | Working Paper<br>05/10 |                |
| Additional results   |        |        |                        |                |

| EFL                         | Inst. of Information Systems       | KOM – Multimedia Communications Lab | TUD – Technische Universität Darmstadt | Corporate PhD Program                    |
|-----------------------------|------------------------------------|-------------------------------------|--|--|
| <b>RB:</b> Roman Beck       | <b>WK:</b> Wolfgang König          | <b>RS:</b> Ralf Steinmetz           | <b>DA:</b> Daniel Abawi                | <b>AM:</b> André Miede ( BearingPoint)   |
| <b>DS:</b> Dieter Schuller  | <b>JV:</b> Jens Vykoukal (FinGrid) | <b>AK:</b> André König              | <b>MB:</b> Marc Bachhuber              | <b>FZ:</b> Frank Zickert (Deutsche Bank) |
| <b>IP:</b> Immanuel Pahlke  | <b>KS:</b> Katharina Schott        | <b>AP:</b> Apostolos Papageorgiou   | <b>NN:</b> Nedislav Nedyalkov          |  |
| <b>JE:</b> Julian Eckert    | <b>MW:</b> Martin Wolf (FinGrid)   | <b>CG:</b> Christian Gottron        | <b>PB:</b> Peter Buxmann               |  |
| <b>MP:</b> Michael Prifling | <b>RG:</b> Robert Gregory          | <b>MS:</b> Melanie Siebenhaar       | <b>SB:</b> Steffen Braun               |  |
| <b>StS:</b> Stefan Schulte  |                                    | <b>MN:</b> Michael Niemann          | <b>TA:</b> Tobias Ackermann            |  |
| <b>SW:</b> Sven Weber       |                                    | <b>NR:</b> Nicolas Repp (ehem.)     |  |  |
|                             |                                    | <b>WJ:</b> Wolfgang Johannsen       |  |  |

## 2. Additional Publications

### **Beimborn, D.; Joachim, N. (2010)**

The Joint Impact of Service-Oriented Architectures and Business Process Management on Business Process Quality: An Empirical Evaluation and Comparison  
Forthcoming in: Information Systems and e-Business Management Journal (ISeB); Springer, Berlin

### **Beimborn, D.; Joachim, N.; Schlosser, F. (2010)**

The Role of SOA for BPO Intention – Proposing a Research Model  
Forthcoming in: Lecture Notes in Business Information Processing, Springer; Berlin

### **Beck, R.; Gregory, R. (2010)**

IT-Integration bei Bankenfusion  
In: WISU - Das Wirtschaftsstudium 4/10

### **Beck, R.; Marschollek, O.; Gregory, R. (2010)**

Establishing Preconditions for Spanning the Boundaries in Public Private IT Megaprojects  
Forthcoming in: International Journal of Information Technology Project Management

### **Beck, R. (2010)**

Can IT Lean Against the Wind? Lessons from the Global Financial Crisis  
In: Communications of the ACM Vol. 53, No. 5

### **Eckert, J.; Repp, N.; Martin, W. (2010)**

SOA Check 2010: Status Quo und Trends im Vergleich zum SOA Check 2007 bis 2009.  
IT-Verlag.

### **Eckert, J.; Repp, N.; Martin, W. (2010)**

SOA Check 2010: Status quo - Trends - Perspektiven.  
In: SOA - Mehr als nur flexible Softwarearchitekturen, pp. 5-18.

**Gewald, H. (2010)**

The Benefits of Business Process Outsourcing -An Empirical Study of the German Banking Industry

In: Strategic Outsourcing; Vol. 3, No. 2

**Gregory, R. (2010)**

Design Science Research and the Grounded Theory Method: Characteristics, Differences, and Complementary Uses

In: Proceedings of the 18th European Conference on Information System (ECIS 2010); Pretoria, South Africa

**Marschollek, O.; Beck, R.; Gregory, R. (2010)**

Psychological Contract Violation in IT Megaprojects in the Context of Public Private Partnerships – The German TollCollect Case

In: Proceedings of the 18th European Conference on Information System (ECIS 2010); Pretoria, South Africa

**Niemann, M.; Miede, A.; Johannsen, W.; Repp, N.; Steinmetz, R. (2010)**

Structuring SOA Governance.

In: International Journal of IT/Business Alignment and Governance (IJITBAG), Vol. 1, No. 1, pp. 58-75.

**Papageorgiou, A.; Kropp, T.; Ahlfeld, S.; Schulte, S.; Eckert, J.; Steinmetz, R. (2010)**

Enhancing Availability with Self-Organization Extensions in a SOA Platform.

In: Proceedings of the Fifth International Conference on Internet and Web Applications and Services (ICIW 2010), Barcelona, Spain.

**Schlosser, F.; Wagner, H.; Beimborn, D.; Weitzel, T. (2010)**

Role of Internal Business/IT Alignment and IT Governance for Service Quality in IT Outsourcing Arrangements

In: Proceedings of the 43rd Hawaii International Conference on System Sciences (HICSS); Koloa, Kauai, Hawaii, USA

**Wolf, M.; Vykoukal, J.; Beck, R. (2010)**

Determinants of Grid Assimilation in the Financial Services Industry

In: EFL Quarterly 2/2010; Frankfurt am Main

### **3. Presentations**

**Prifling, M. (15.06.2010)**

IT Project Management in a Cooperative Banking Environment

IWI Jour Fixe; Frankfurt am Main

**Vykoukal, J. (09.06.2010)**

Grid Technology as Green IT Strategy? Empirical Results from the Financial Services Industry  
18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa

**Vykoukal, J.; Wolf, M. (08.06.2010)**

Determinants of Grid Assimilation in the Financial Services Industry - An Institutional Theory Perspective

18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa

**Gregory, R. (08.06.2010)**

Design Science Research and the Grounded Theory Method: Characteristics, Differences, and Complementary Uses

18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa

**Gregory, R. (08.06.2010)**

Review of the IS Offshoring Literature: The Role of Cross-Cultural Differences and Management Practices

18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa

**Weber, S. (08.06.2010)**

Ubiquitous Communication in Electronic Communication Systems

Inhouse Exhibition; Germany, Eschborn

**Beck, R. (07.06.2010)**

Conflict as Manifestation of Culture in Global IS Outsourcing Relationships

18th European Conference on Information Systems (ECIS); Pretoria, South Africa

**Weber, S. (05.06.2010)**

Design Science in Research Cooperations with the Industry: Findings from three Prototyping Projects

5th International Conference on Design Science Research in Information Systems and Technology (DESRIST); St. Gallen, Switzerland

**Weber, S. (03.06.2010)**

Developing a Model for Theory-generating Design Science Research

5th International Conference on Design Science Research in Information Systems and Technology (DESRIST) - Doctoral Consortium; St. Gallen, Switzerland

**Eckert, J. (11.05.2010)**

QoS-Aware Service Composition for Complex Workflows

Fifth International Conference on Internet and Web Applications and Services; Barcelona

**Papageorgiou, A. (11.05.2010)**

Enhancing Availability with Self-Organization Extensions in a SOA Platform

Fifth International Conference on Internet and Web Applications and Services; Barcelona

**Eckert, J. (13.04.2010)**

Readiness and Maturity of Service-oriented Architectures in the German Banking Industry - A Multi-Participant Case Study

International Conference on Digital Ecosystems and Technologies; Dubai

**Gregory, R. (24.03.2010)**

Management of Globally Distributed Software Development Projects in Multiple-Vendor Constellations

4th Global Sourcing Workshop; Zermatt, Switzerland

**Joachim, N. (19.03.2010)**

What is the Business Value of SOA? Results from Case Studies and a Survey in the German Service Industry  
EFL Inhouse Seminar DAB bank; München, Germany

**Beck, R.; Wolf, M. (19.03.2010)**

Services Grid Competence as Driver of Business Agility in Turbulent Environments  
EFL Inhouse Seminar DAB bank; München

**Prifling, M. (19.03.2010)**

Joint Research Projects Presentation  
House of Finance; Frankfurt am Main

**Eckert, J. (05.03.2010)**

SOA Check 2010  
CeBIT 2009; Messe Hannover

**Papageorgiou, A. (26.02.2010)**

Adaptation Mechanisms for Performance Enhancements of Mobile Web Services  
Second Central-European Workshop on Services and their Composition; Humboldt Universität zu Berlin

**Schuller, D. (26.02.2010)**

Sichere und Zuverlässige Prozessausführung in Serviceorientierten Architekturen  
Second Central-European Workshop on Services and their Composition; Humboldt Universität zu Berlin

**Beck, R. (25.02.2010)**

Impact of Enterprise Mashup Platforms on the Business Value  
EFL Inhouse Seminar Deutsche Bank; New York, USA

**Miede, A. (25.02.2010)**

Attacks on the Internet of Services – The Security Impact of Cross-organizational Service-based Collaboration  
Multikonferenz Wirtschaftsinformatik 2010; Georg-August-Universität Göttingen

**Miede, A. (17.02.2010)**

A Generic Metamodel for IT Security - Attack Modeling for Distributed Systems  
Fifth International Conference on Availability, Reliability and Security (ARES), Second International Workshop on Organizational Security Aspects (OSA); Krakow, Poland

**Schuller, D. (08.02.2010)**

QoS Optimization for Complex Cross-Organizational Workflows  
Doktorandenkolloquium; Technische Universität Darmstadt

**Beck, R. (27.01.2010)**

LIFE Think Tank  
Ludwig-Maximilians-Universität; München

**Pahlke, I. (22.01.2010)**

Impact of Enterprise Mashup Systems on the Business Value  
IWI - Forschungskolloquium; Bern, Swiss

**Vykoukal, J. (11.01.2010)**

Green Computing through Grid Technology - Empirical Results from the Financial Services Industry  
E-Finance Lab Jour Fixe; Frankfurt

**Weber, S. (06.01.2010)**

Portfolio Performance Measurement based on Service-Oriented Grid Computing: Developing a Prototype from a Design Science Perspective  
43th Hawaii International Conference on System Sciences (HICSS-43); Koloa, Kauai, Hawaii, USA

**Wolf, M. (06.01.2010)**

Services Grid Competence as Driver of Business Agility in Turbulent Environments - A Conceptual Model in the Financial Services Industry  
43th Hawaii International Conference on System Sciences (HICSS-43); Koloa, Kauai, Hawaii, USA

**4. Workshops**

**Beck, R.** - Doctoral Colloquium: "Philosophy of Science and Research Methods in Information Systems": External speakers give a lecture on current research methods in IS and the philosophical assumptions which underlie them.

- June 1<sup>st</sup>: Prof. Shirley Gregor, Australian National University, Canberra, Australia
- June 2<sup>nd</sup>: Prof. Dr. Rolf T. Wigand, University of Arkansas at Little Rock, USA
- June 17<sup>th</sup>: Dr. Pradip Sarkar, RMIT University, Melbourne, Australia
- July 12<sup>th</sup>: Prof. Dorothy Leidner, Baylor University, Waco, Texas
- August 20<sup>th</sup>: Prof. Ulrike Schultze, Southern Methodist University, Dallas, Texas
- September 20<sup>th</sup>: Prof. Dr. Natalia Levina, New York University, Stern School of Business, USA

**Beck, R., Hinz, O., Joachim, N. (19.03.2010)** - EFL Inhouse Seminar DAB bank; München

**5. Organized Events**

June 8<sup>th</sup>: EFL booth on the Deutsche Bank GTO Day in Eschborn. Layer 1 presented the EFL and its current research projects to interested visitors and held a special presentation for Mr. Rolf Riemenschnitter (CTO Deutsche Bank).

**6. Surveys and Case Studies****DZ Bank – Case Study**

Together with DZ BANK, researchers of the EFL Layer 1 conducted a qualitative case study focusing on risk management practices in large scale IT projects of the bank. 26 experts have been interviewed. A number of main areas of scientific interest emerged during our interpretive, inductive research approach, including the organizational culture of the cooperative banking sector and IT project portfolio planning techniques. Initial results have been presented and discussed at DZ BANK, while first publications are to be presented at international scientific

conferences in 2010. For further details, please contact Robert Gregory (Gregory@wiwi.uni-frankfurt.de)

### **Deutsche Bank – Case Study: “Services Sourcing”**

The objectives of the “Management of Global Outsourcing Relationships” research project are to analyze a software development project of Deutsche Bank which is based on a global service delivery network. The focus of the study is to identify the types of conflict that arise in global IS outsourcing projects as well as to find out how conflict is being prevented respectively managed in this setup. As the case study applies an exploratory approach, other multi-vendor management related topics will also be included in the analysis depending on their importance in the project. For further details please contact Katharina Schott (katharina.schott@googlemail.com)

### **Deutsche Bank – Survey: “Ubiquitous Electronic Communication and Electronic Communication Behaviors within the Financial Services Sector”**

During the last decade, communication and especially the exchange of information through electronic communication systems become more common and popular. Moreover, new features in terms of an electronic communication arise through the shift from the Web 1.0 to the Web 2.0. Thereby, new communication capabilities and changed behaviors come into place.

The focus of this study was to gain a better understanding of the communication behaviors of the employees of Deutsche Bank. Thereby, this study explores especially the differences in communication behaviors along business lines, cultures, and individual backgrounds to provide beneficial recommendations for the future development and usage of communication systems. Therefore, Layer 1 (Prof. König and Prof. Beck) developed a theoretically founded questionnaire and conducted a survey in seven different locations (Germany, India, Italy, Singapore, Spain, UK, USA) and 13 lines of business (e.g., Asset Management, IT and Operations, etc.) within Deutsche Bank. The data of the survey was gathered in March and April 2010, whereby 8400 invitations were send out. Overall, 1154 responses were collected which depicts a response rate of approximately 14%. The analysis of the data will be conducted in the third and fourth quarter of 2010. For further details, please contact Sven Weber (svweber@wiwi.uni-frankfurt.de)

### **Deutsche Leasing – Survey: “Information Overload and Mindfulness as Determinants of IT Usage”**

IT systems provide various opportunities for organizations to enhance their business processes with regard to their effectiveness and efficiency. Concurrently, the amount of information that employees have to process in order to benefit from these IT systems grows steadily. Mindfulness as cognitive pattern is assumed to foster the efficient sensemaking of available information. Therefore, a quantitative survey-based field study was conducted at a large German financial services provider to analyze the impact and interplay of information overload and mindfulness with respect to business value generation. For further details, please contact Martin Wolf (mwolf@wiwi.uni-frankfurt.de)

**Multi-participant Case Study on “IT Architectures in the German Financial Industry”:** IT is the chief enabler for most business transactions in financial institutions, and such also often act as early-adopters with respect to new technologies. In a multi-participant case study, TU Darmstadt and IBM Deutschland aim to asses IT within financial institutions from the high-level perspective of IT architecture. The objective is to identify common architectural patterns and evaluate the impact of state-of-the-art IT architecture paradigms, namely SOA, Grid Computing, and Cloud Computing. As of July 15th, 2010, two interviews with representatives of German banks have been conducted. Additional interviews are currently under being scheduled. The case study is expected to be finalized in late Q3/2010 or early Q4/2010.

## 7. Further cooperation with EFL partners and other companies

### Completed Research Projects:

#### FinGrid - Financial Business Grid (completed since 04/2010):

Within the FinGrid project we cooperated with the three EFL partners Deutsche Bank, IBM, and Finanz Informatik as well with the companies DataSynapse, Dresdner Bank, and PA Consulting to design and develop prototypes of Grid applications for the financial services sector. In 2007, the design and development of one of the three prototypes started. In 2009, the Grid-based pricing and billing prototype (Deutsche Bank together with IBM) as well as the second prototype, a Grid-based portfolio performance measurement prototype was designed and implemented (in cooperation with DataSynapse and Dresdner Bank). Moreover, the implementation of the third prototype, a Grid-based asset backed securities factory (Finanz Informatik together with PA Consulting), was finished in 2009.

#### “Fixed Mobile Convergence Analysis in the Banking Industry”:

This project has been conducted in cooperation with our Tier-1 EFL-partner Deutsche Bank (Global Voice Strategy & Products). It concerns the efficient integration of (the employee’s) mobile phones into the office telephony infrastructure and telecommunication processes – commonly known as fixed mobile convergence (FMC). By converging the fixed line telecommunication infrastructure with the mobile telephony infrastructure, the mobile phone is to become a true extension of the bank’s telecommunication infrastructure, offering desk phone features in the employee’s hands which provide various business efficiencies.

### Ongoing Research Projects:

1. Research Project with Deutsche Bank: “Ubiquitous Electronic Communication and Electronic Communication Behaviors within the Financial Services Sector”
2. Research Project with Deutsche Bank: “Enterprise Mashup Systems in the Financial Investment Sector”
3. Research Project with Deutsche Bank: “Services Sourcing in the Financial Service Industry”
4. Research Project with Deutsche Bank: “Assessing Goal Satisfaction and Development Effort within Software Development Projects”
5. Research Project with DZ Bank: “Management of Global IT Projects”

Furthermore, cooperation with the Software AG was started in spring 2007 with the aim to educate students in the field of Service-oriented Architectures. Based on this scenario a student project has been developed, in which the students had to develop a SOA-based online booking system. In spring 2010, a new project with a group of students was started, building a Service-oriented Architecture on legacy systems with Software AG technology. Here, the students developed a SOA-based online examination office. One focus has been on the continuous consideration of the business and IT requirements. The students had to do different tasks, e.g. to model the business process and to implement the SOA services.

The Multimedia Communications Lab - KOM at the TU Darmstadt headed by Prof. Dr.-Ing. Steinmetz, is doing research in the context of the national project "THESEUS: Teilprojekt TEXO

- Internet der Dienste" (<http://theseus-programm.de/>). The research focuses on Service-oriented Architectures (SOA) and is done in close cooperation with academic and industrial partners, as TU München, TU Dresden, SAP AG, and Siemens AG.

In our research projects, we pursue a long-term partnership with Prof. Mark Keil and Prof. Arun Rai, both from the department of computer information systems (CIS) at Georgia State University (GSU), which is one of the leading institutions in the IS field. Doctoral student Martin Wolf visited Georgia State University in the first half-year 2010 to extend this international research cooperation and produce valuable research findings for the involved EFL partners in this project. In addition, further research cooperation's are ongoing between EFL researchers and top scholars from GSU.

**Layer 2**  
**“E-Financial Markets and Market Infrastructures“**  
**Deliverables 01/2010 to 06/2010**

**1. Working Packages (WP)**

| Work Stream 1:<br>Regulation of Securities Markets                                  |  |         |   |   |
|---|--|---------|---|---|
|   | lead   | team    | deliverable                                       | delivered work  |
| 1.1. The Future of the European Post-Trading System                                 | PG   | TS, MC  | International Conference 03/10                    | <p><b>MC, PG, TS (2010):</b><br/>The Future of the European Post-Trading System - A Delphi Study on the Future of the European Post-Trading System in the Light of Globalization and the Financial Crisis<br/>In: ibidem-Verlag, Hannover.</p> <p><b>MC, TS (2010):</b><br/>The Impact of Information Technology on European Post-Trading<br/>In: 16th Americas Conference on Information Systems (AMCIS), Lima, Peru.</p> <p><b>MC, TS (2010):</b><br/>The Future of European Post-Trading - Consequences for Risk Management in View of the Financial Crisis<br/>In: 8th INFINITI Conference on International Finance, Dublin, Ireland.</p> |
| 1.2. Longitudinal Analysis of Best Execution Policies                               | PG   | MCW, GP | Database 06/10<br>National Conference 09/10       | <i>Database available</i>   |
| 1.3. Analysis of Liquidity Implications from Competition on European Equity Markets | PG   | MC, ML  | International Journal 12/10                       |   |
| 1.4. Smart Order Routing: Evaluation of Suboptimal Executions                       | PG   | MCW, BE | Prototype 06/10<br>International Conference 09/10 | <p><b>BE, PG, ML, MCW (2009):</b><br/>A methodology to assess the benefits of smart order routing<br/>In: Proceedings of the International Federation for Information Processing (IFIP) I3E 2010 conference, Buenos Aires, Argentina.</p>   |
| Additional results  | <p><b>MC, PG, TS (2010):</b><br/>The Future of the European Post-Trading System<br/>In: EFL Quarterly 02/2010, pp. 6-8, Frankfurt.</p> <p><b>BE, JM (2010):</b><br/>Dark Pools of Liquidity in Electronic Securities Trading<br/>In: BIT - Banking and Information Technology, Volume 11, No. 1, pp. 35-44.</p> <p><b>PG, B. Schwartz (2010):</b><br/>Market prices, fundamental values and market data<br/>In: BT Re:Sources Financial Markets Newsletter, March 2010.</p> <p><b>TS (2010):</b><br/>Organising Equity Exchanges<br/>Forthcoming in: Information System and e-Business Management Journal.</p> |         |   |   |

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|  | <p><b>O. Lewandowska, BM (2010):</b><br/>Squaring the Circle: Clearing Arrangements in Over-the Counter Derivatives Markets<br/>In: 2nd International Conference: The Industrial Organisation of Securities Markets:<br/>Competition, Liquidity and Network Externalities, Frankfurt.</p> <p><b>O. Lewandowska (2010):</b><br/>Adoption of a centralised post-trade processing market infrastructure after the crisis<br/>In: 16th Americas Conference on Information Systems (AMCIS), Lima, Peru.</p> <p><b>BE, JM (2010):</b><br/>Opacity and Exclusivity in Electronic Securities Trading: The Case of Dark Pools<br/>Multikonferenz Wirtschaftsinformatik (MKWI), Göttingen.</p> |
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| Work Stream 2:<br>Transformation of<br>Financial Intermediation               |   |                |   |  |
|---|---|----------------|---|--|
|   | lead  | team           | deliverable   | delivered work   |
| 2.1. Measuring the Value of a Millisecond                                     | PG  | BE, JM         | International Conference 09/10  |  |
| 2.2. The Impact of Changing Market Conditions on Algorithmic Trading Behavior | PG  | TU, SG         | International Conference 09/10  |  |
| 2.3. The Development of IPOs in Germany                                       | MW  | CR, TL         | Working Paper 07/10<br>Book Publication 12/10   | <b>CR, TL (2010):</b><br>Private Equity – Blessing or Curse? The Case of IPOs<br>In: Working Paper.  |
| 2.4. Determinants and Economic Implications of Liquidity Creation             | MW  | AH, CR, SS, MT | National Journal 06/10<br>International Conference 06/10<br>International Journal 09/10 | <b>AH, SS, CR, MT (2010):</b><br>Savings Banks, Liquidity Creation and Monetary Policy<br>Submitted to: Schmalenbach Business Review.<br><br><b>CR (2010):</b><br>Bank Fragility and the Financial Crisis – Evidence from the US Dual Banking System<br>Forthcoming in: International Finance Review<br>In: Eastern Finance Association Annual Meeting, Miami Beach, USA;<br>In: European Financial Management Association Annual Meeting, Aarhus, Denmark;<br>In: Financial Management Association Europe Annual Meeting, Hamburg, Germany.<br><br><b>CR (2010):</b><br>Determinants of Bank Liquidity Creation<br>In: Working Paper. |
| 2.5. The impact of dividends on capital markets                               | MW  | JN             | National Conference 05/10   | <b>JN (2010):</b><br>Ex-Dividend-Day Behavior of German Stocks<br>In: Working Paper.   |
| 2.6. Bankmanagement and Financial Crises                                      | MW  | JN, BI         | International Conference 12/10  | <b>JN, BI (2010):</b><br>Determinants of Bank Defaults<br>In: Working Paper.   |
| Additional results  | <b>BE (2010):</b><br>IT-Driven Execution Opportunities in Securities Trading: Insights into the Innovation Adoption of Institutional Investors<br>In: Proceedings of the 18th European Conference on Information Systems, Pretoria, South Africa. |                |   |  |

| Work Stream 3:<br>Innovative Banking and<br>Brokerage Concepts         | lead | team       | deliverable   | delivered work   |
|--|------|------------|---|--|
| 3.1. Managing Intraday Market Risks Utilizing Text Mining Techniques   | PG   | SG, JM     | International Journal<br>09/10  | <b>SG (2010):</b><br>Enhancing Automated Trading Engines to Cope With News-Related Liquidity Shocks<br>In: Proceedings of the 18th European Conference on Information Systems, Pretoria, South Africa.   |
| 3.2. Benchmarking Business Processes in the Funds Management Industry  | PG   | SG, JM     | National Journal 06/10  | <b>SG, JM (2010):</b><br>Fit für STP – IT-Gestützte Automatisierung in der Fondsadministration<br>Submitted to: Zeitschrift für das gesamte Kreditwesen, Ausgabe Technik   |
| 3.3. The Impact of Asymmetric Exchange Fee Pricing on Liquidity        | PG   | ML         | International Journal<br>06/10  | <b>ML (2010):</b><br>The Effect of Maker-Taker Pricing on Market Liquidity in Electronic Trading Systems - Empirical Evidence from European Equity Trading<br>In: 8th INFINITI Conference on International Finance, Dublin, Ireland.<br><br><b>ML (2010):</b><br>The Effect of Maker-Taker Pricing on Market Liquidity in Electronic Trading Systems - Empirical Evidence from European Equity Trading<br>In: Midwest Finance Association 59th Annual Meeting, Las Vegas, NV, USA.   |
| 3.4. Impact of Economic and Market Structure Factors on Debt Financing | MW   | BI, MF, SS | International Conference<br>04/10<br>International Journal<br>08/10                           | <b>MF, SS (2010):</b><br>Bank Capital Ratios, Competition and Loan Spreads<br>In: FMA European Conference; Hamburg, Germany<br>In: Eastern Finance Association Annual Meeting 2010; Miami Beach, Florida, USA;<br>In: Southwestern Finance Association Annual Meeting 2010; Dallas, Texas, USA;<br>In: Midwestern Finance Association Annual Meeting; Las Vegas, Nevada, USA.<br><br><b>BI, MW (2010):</b><br>The Impact of Reasons for Credit Rating Announcements in Equity and CDS Markets<br>In: Midwest Finance Association 59th Annual Meeting, Las Vegas, NV. USA;<br>In: Financial Management Association European Conference, Hamburg, Germany. |
| 3.5. Value Creation and Success Factors of M&A and Private Equity      | MW   | CR, MW     | International Journal<br>09/10<br>International Conference<br>12/10<br>Book Publication 12/10 | <b>CR (2010):</b><br>Do Investors Know Better Than Regulators? Stock Price Patterns in International Bank M&A<br>Submitted to: Journal of Banking and Finance.   |

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|--|--|-------------|---------------------|---|
|  |  |             |                     | <b>CR, MW (2010):</b><br>Defensive Strategies in Takeovers<br>Forthcoming in: H. Kent Baker, Halil Kiyimaz (2010): The Art of Capital Restructuring: Creating Shareholder Value through Mergers and Acquisitions; Wiley and Sons. |
| 3.6. Transactions and Regulations of OTC Markets | MW   | JN, JK, CHR | Working Paper 12/10 | <b>JN, JK, CHR (2010):</b><br>Counterparty Risk in OTC-Markets<br>In: Working Paper.<br><br><b>JN, JK, CHR (2010):</b><br>Relationships in OTC-Markets<br>In: Working Paper.  |
| Additional results                               | <p><b>BE, ML (2010):</b><br/>Trade-throughs in European cross-traded equities after transaction costs-empirical Evidence for the EURO STOXX 50<br/>In: 2nd International Conference: The Industrial Organisation of Securities Markets: Competition, Liquidity and Network Externalities, Frankfurt.</p> <p><b>SG, JM (2010):</b><br/>Discovering Intraday Market Risk Exposures in Unstructured Data Sources: The Case of Corporate Disclosures<br/>In: Proceedings of the 43rd Hawaii International Conference on System Sciences (HICSS), Kauai, HI, USA.</p> <p><b>MF (2010):</b><br/>Corporate Cost of Borrowing: TRACE on Syndicated Loans<br/>In: Working Paper.</p> <p><b>JK (2010):</b><br/>Law and Crises<br/>In: Working Paper.</p> |             |                     |   |

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|--|-------------------------------|---|----------------------------|--------------------------|
| <b>PG:</b> Peter Gomber                | <b>AH:</b> Andreas Hackethal  | <b>JM:</b> Jan Muntermann                   | <b>MW:</b> Mark Wahrenburg |                          |
| <b>MC:</b> Michael Chlistalla          | <b>BE:</b> Bartholomäus Ende  | <b>SG:</b> Sven Groth                       | <b>MF:</b> Markus Fischer  | <b>MG:</b> Markus Gsell  |
| <b>BI:</b> Björn Imbierowicz           | <b>JK:</b> Jens Kruk          | <b>TL:</b> Timo Litty                       | <b>ML:</b> Marco Lutat     | <b>JN:</b> Jörg Nies     |
| <b>CR:</b> Christian Rauch             | <b>CHR:</b> Christian Roth    | <b>TS:</b> Torsten Schaper                  | <b>SS:</b> Sascha Steffen  | <b>MT:</b> Marcel Tyrell |
| <b>TU:</b> Tim Uhle                    | <b>MCW:</b> Moritz C. Weber   | <b>AW:</b> Adrian Wranik                    |                            |                          |
| <b>BM:</b> Bernd Mack (Deutsche Börse) | <b>GP:</b> Gregor Pujol (IBM) | <b>US:</b> Uwe Schweickert (Deutsche Börse) |                            |                          |

## 2. Presentations

### **Mack, B. (29.06.2010)**

Squaring the Circle: Clearing Arrangements in Over-The-Counter Derivatives Markets  
2nd International Conference: The Industrial Organisation of Securities Markets: Competition, Liquidity and Network Externalities; Frankfurt

### **Ende, B. (28.06.2010)**

Trade-throughs in European cross-traded equities after transaction costs-empirical Evidence for the EURO STOXX 50  
2nd International Conference: The Industrial Organisation of Securities Markets: Competition, Liquidity and Network Externalities; Frankfurt

### **Rauch, C. (23.06.2010)**

Bank Fragility and the Financial Crisis: Evidence from the US Dual Banking System  
European Financial Management Association (EFMA) Annual Meeting 2010; Aarhus, Denmark

### **Gomber, P. (17.06.2010)**

Best execution policies of German investment firms  
Chi-X-Conference "The Implications of Fragmentation"; Frankfurt

### **Ende, B. (15.06.2010)**

IT-Driven Execution Opportunities in Securities Trading: Insights into the Innovation Adoption of Institutional Investors  
IWI Jour Fixe; Frankfurt am Main

### **Chlistalla, M. (14.06.2010)**

The Future of European Post-Trading - Consequences for Risk Management in View of the Financial Crisis  
8th INFINITI Conference on International Finance; Dublin, Ireland

### **Chlistalla, M. (10.06.2010)**

Eine neue Marktinfrastruktur für Derivate  
Deutsche Bank; Berlin

### **Imbierowicz, B. (10.06.2010)**

The Impact of Reasons for Credit Rating Announcements in Equity and CDS Markets  
Financial Management Association European Conference, Hamburg

### **Rauch, C. (10.06.2010)**

Bank Fragility and the Financial Crisis: Evidence from the US Dual Banking System  
Financial Management Association (FMA) European Conference; Hamburg, Germany

### **Fischer, M.; Steffen, S. (10.06.2010)**

Bank Capital Ratios, Competition and Loan Spreads  
FMA European Conference; Hamburg, Germany

### **Ende, B. (08.06.2010)**

IT-Driven Execution Opportunities in Securities Trading: Insights into the Innovation Adoption of Institutional Investors  
18th European Conference on Information Systems (ECIS 2010); Pretoria, South Africa

**Gomber, P. (04.06.2010)**

Volume Discovery & Dark Pools

4th Annual European Equity Markets Microstructure Workshop, Teaching Trading and Microstructure in Business Schools; London Business School

**Schaper, T.; Chlistalla, M. (25.05.2010)**

The Future of the European Post-Trading System - A Delphi Study

Deutsche Börse AG; Frankfurt

**Niggemann, T. (03.05.2010)**

New Investor Activists as Corporate Monitors

EFL Jour Fixe; Frankfurt

**Gomber, P. (27.04.2010)**

Aktuelle Anforderungen an den Handel

Sungard Finanztag 2010; Frankfurt am Main

**Chlistalla, M.; Schaper, T. (16.04.2010)**

The Future of the European Post-Trading System - A Delphi Study

Deutsche Bank Research; Frankfurt

**Fischer, M.; Steffen, S. (14.04.2010)**

Bank Capital Ratios, Competition and Loan Spreads

Eastern Finance Association Annual Meeting 2010; Miami Beach, Florida, USA

**Rauch, C. (14.04.2010)**

Bank Fragility and the Financial Crisis - Evidence from the US Dual Banking System

Eastern Finance Association Annual Meeting 2010; Miami Beach, Florida, USA

**Chlistalla, M.; Schaper, T. (19.03.2010)**

The Future of the European Post-Trading System - A Delphi Study

"Diskurs von A (wie Abwicklung) bis Z (Zahlungsverkehr)", Deutsche Bundesbank; Frankfurt

**Fischer, M.; Steffen, S. (02.03.2010)**

Bank Capital Ratios, Competition and Loan Spreads

Southwestern Finance Association Annual Meeting 2010; Dallas, Texas, USA

**Lutat, M. (27.02.2010)**

The Effect of Maker-Taker Pricing on Market Liquidity in Electronic Trading Systems - Empirical

Evidence from European Equity Trading

Midwest Finance Association 59th Annual Meeting; Las Vegas, NV, USA

**Imbierowicz, B. (24.02.2010)**

The Impact of Reasons for Credit Rating Announcements in Equity and CDS Markets

Midwest Finance Association 59<sup>th</sup> Annual Meeting, Las Vegas, NV. USA

**Fischer, M.; Steffen, S. (24.02.2010)**

Bank Capital Ratios, Competition and Loan Spreads

Midwestern Finance Association Annual Meeting; Las Vegas, Nevada, USA

**Lutat, M.; Pujol, G. (03.02.2010)**

Smart Order Routing and Best Execution Policies  
BHF-Bank; Frankfurt

**Ende, B. (01.02.2010)**

Measuring the Economic Value of Agency Broker Dark Pools - The exemplary Case of Liquidnet  
Jour Fixe des E-Finance Lab; Frankfurt am Main

**Gomber, P. (01.02.2010)**

The Implementation of Best Execution Obligations - An Analysis of the German Market (Surveys  
2008 and 2009)

ECMI - LSE Group Conference; London

**Gomber, P. (07.01.2010)**

European securities markets and securities regulation - Research and Teaching at the Chair of  
e-Finance

Meeting with the European Commission's Internal Market and Services DG; Brussels, Belgium

### 3. Workshops

**Gomber, P.; Chlistalla, M. (29.06.2010)**

Workshop on European Custodians' Responses to T2S  
Frankfurt

**Gomber, P.; Chlistalla, M.; Schaper, T. (04.05.2010)**

Workshop on European CSDs' Responses to T2S  
Frankfurt

**Gomber, P.; Wahrenburg, M.; Muntermann, J.; Nies, J.; Uhle, T. Kruk, J.; Roth, C.; Weber, M. (22.04.2010)**

E-Finance Lab Workshop  
360 Treasury Systems AG

**Gomber, P.; Groth, S.; Gsell, M.; Muntermann, J. (18.01.2010)**

Workshop Lehrstuhl für Informations- und Technologiemanagement Universität des Saarlandes  
Universität des Saarlandes; Saarbrücken

### 4. Organized Events

**June 3-4:** Annual European Equity Markets Microstructure Workshop, 2010.  
"Teaching Trading and Microstructure in Business Schools" in co-  
operation with Baruch College (City University New York) and London  
Business School. Venue: London Business School.

**June 28-29:** 2<sup>nd</sup> International Conference "The Industrial Organisation of Securities  
Markets: Competition, Liquidity and Network Externalities" at Deutsche  
Börse AG, Frankfurt

## 5. Interviews

**Gomber, P. (30.06.2010):**

Turboschnelle Deals - Computer erobern die Börse  
Radiointerview, WDR 5 Wissenschaftsmagazin Leonardo

**Gomber, P. (26.06.2010):**

„Bewährt und teuer“  
Financial Times Deutschland, p. 20

**Gomber, P. (12.06.2010):**

„Ohne Zweifel schneller“  
Der Tagesspiegel

**Gomber, P. (30.04.2010):**

„Schneller als der Blitz“  
die bank, pp. 22-24

**Gomber, P. (05.01.2010):**

„Zocken an der Hochschule“  
Frankfurter Rundschau

**Gomber, P. (02.01.2010):**

„Wie wird man eigentlich Broker?“  
Wetterauer Zeitung, p. 40

## 6. Surveys and Case Studies

**Delphi Study on “The Future of the European Post-Trading System in the Light of Globalization and the Financial Crisis”:** By means of a Delphi study, the Chair of e-Finance and layer 2 of the E-Finance Lab developed a joint and coherent view of how the European post-trading system will look like in the future. Another objective was to identify measures for improvement of the post-trading system, in particular in context of the global financial crisis as well as the most important issues in risk management and information technologies within this industry.

## 7. Further cooperation with EFL partners and other companies

The project “**Assessing the IT Business Value in the Investment Funds Industry on a Business Process Level**” has been conducted in cooperation with our EFL-partner DZ/Allfinanz Gruppe (Union IT Services). Within a first cooperative project, the back-office investment processes of a large investment funds company were modeled. Based on these models, we will continue to work on an adjacent cooperative project. Thereby, the modeled investment processes serve as input to the identification of suitable measures to quantify (potential) efficiency gains from the automation of (back-office) processes.

The project “**Basel III and its implications for German Banks**” is a joint project of EFL-Director Prof. Dr. Mark Wahrenburg and his research associates with EFL-Partner DZ Bank Group. The core of the project is a thorough analysis of the impact the introduction of Basel III will have on banks in Germany. The analysis will thereby focus on the costs associated with the stricter regulatory implications of Basel III as well as the enhanced stability Basel III will likely offer. The analyses are currently performed, the project will be presented to our partners at DZ Bank in Q3/2010.

The project “**IT-Expenses and Loan Defaults**” is carried out in cooperation with our EFL-partner Deutsche Bank and supervised by EFL-Director Prof. Dr. Mark Wahrenburg. Some banks increased their expenses on Hard- and Software more than others during the first years of this century. But have banks with a higher IT-Know-How overcome the banking crisis better? The project will analyze whether IT-expenses had an influence on loan defaults during the banking crisis.

Meeting with bankers from DZ Bank regarding the “**Development of the Syndicated Loan Market during the Financial Crisis**”. The discussion focused mainly on covenants, contractual restrictions for the borrower set by the creditor, and their fulfillment or violation by the borrower in the wake of the current economic recession. Amongst others, a jointly mentoring of a bachelor thesis titled "Syndicated Loans and Covenants during the Financial Crisis 2009: Evidence from Germany" (which was successfully completed in June) was arranged and supervised by EFL-Director Prof. Dr. Mark Wahrenburg and his research assistants.

**Layer 3**  
**“Customer Management in E-Finance “**  
**Deliverables 01/2010 to 06/2010**

**1. Working Packages (WP)**

| 1. WP: Online Marketing |   | lead | team     | deliverable   | delivered work  |
|-------------------------|---|------|----------|---|---|
| 1.1                     | Customer Acquisition through Affiliate-Programs                       | BS   | CS       | Int. Journal 04/10                                    | <p><b>CS (2010):</b><br/>           Affiliate Marketing: Setting Optimal Commissions<br/>           In: Proceedings of the 39th Conference of the European Marketing Academy (EMAC), Copenhagen, Denmark</p> <p><b>CS (2010):</b><br/>           Affiliate Marketing: Setting Optimal Commissions<br/>           In: Proceedings of the 32nd INFORMS Marketing Science Conference, Cologne, Germany</p>   |
| 1.2                     | Monetizing Social Websites and User Generated Content through Widgets | BS   | CS       | Int. Marketing Conference 01/10<br>Int. Journal 07/10 | <p><b>CS, LS, BS (2010):</b><br/>           Walking a Fine Line: Analyzing the Effects of (In)Appropriate Viral Marketing Designs<br/>           In: Proceedings of the 39th Conference of the European Marketing Academy (EMAC), Copenhagen, Denmark</p> <p><b>CS, LS, BS (2010):</b><br/>           Walking a Fine Line: Analyzing the Effects of (In)Appropriate Viral Marketing Designs<br/>           In: Proceedings of the 32nd INFORMS Marketing Science Conference, Cologne, Germany</p> |
| 1.3                     | Acquiring Customers via Search Engine Marketing                       | BS   | NAN      | Int. Journal 12/10                                    |   |
| 1.4                     | Analysis of Prices for SEM  | BS   | ML       | Nat. and/or Int. Journal 01/10                        | <p><b>ML, BS (2010):</b><br/>           Prices in Search Engine Marketing: Decomposing the Effect of Increases in Search Advertising Expenditures on Prices per Click and Number of Clicks;<br/>           Under review at Int. Journal</p>   |
| 1.5                     | Web 2.0 Applications in Financial Services                            | BS   | CMM, SCB | EFL Brochure 01/10<br>Int. Journal 08/10              | <p><b>CMM, AM (2010):</b><br/>           Zielgruppe Digital Natives - Bankkunde 2.0<br/>           In: Bankmagazin 01/2010</p> <p><b>CMM, SCB, BS (2010):</b><br/>           Web 2.0 im Retail Banking: Einsatzmöglichkeiten, Praxisbeispiele und empirische Nutzeranalyse<br/>           Gabler-Verlag, Wiesbaden</p>  |
| 1.6                     | Integrating Web2.0 technology into banks' communication strategy      | BS   | OH       | Int. Conference 09/10                                 | <p><b>OH, BS (2010):</b><br/>           An Empirical Comparison of Seeding Strategies for Viral Marketing<br/>           Under review at Int. Journal</p>   |

|                    |   |
|--------------------|---|
| Additional results | <p><b>Bearing Point Management &amp; Technology Consultants, supported by OH and the E-Finance Lab (2010):</b><br/>Shared Services Industry - Specifics and Trends in the European FS Market<br/>In: Survey - Shared Services in Financial Services.</p> <p><b>BS, J. Eckert, OH (2010):</b><br/>An Analysis of the Importance of the Long Tail in Search Engine Marketing<br/>In: Electronic Commerce Research and Application, forthcoming.</p> <p><b>CMM, ML (2010):</b><br/>Acceptance of a WebOS as a Commercial Consumer Service<br/>In: Proceedings of the 18th European Conference on Information Systems, Pretoria, South Africa.</p> <p><b>CMM, OH (2010):</b><br/>The Adoption of Inter-Organizational Systems in Financial Services<br/>In: EFL Quarterly, 3 (2010), 6-8.</p> <p><b>NAN, BS (2010):</b><br/>Is 1+1 Really 2? Synergy and Cannibalization Effects in Keyword Advertising<br/>In: Proceedings of the 32nd INFORMS Marketing Science Conference, Cologne, Germany.</p> <p><b>Kraemer, T., OH, BS (2010):</b><br/>Asymmetric Network Effects in Two-Sided Markets: Measuring the Value of the Customer Base<br/>In: Proceedings of the 39th Conference of the European Marketing Academy (EMAC), Copenhagen, Denmark (nominated for the Best Paper Award based on Doctoral Dissertation)</p> <p><b>Kraemer, T., OH, BS (2010):</b><br/>Asymmetric Network Effects in Two-Sided Markets: Measuring the Value of the Customer Base<br/>In: Proceedings of the 32nd INFORMS Marketing Science Conference, Cologne, Germany</p> <p><b>OH, J. Eckert (2010):</b><br/>The Impact of Search and Recommendation Systems on Sales in Electronic Commerce<br/>In: Business &amp; Information Systems Engineering, 2 (2), 67-77.</p> |
|--------------------|---|

| 2. WP: Capital Markets & Decision Support |  | lead | team         | deliverable                              | delivered work  |
|---|--|------|--------------|--|---|
| 2.1                                       | Portfolio Choice in the Presence of Background Risk – An Approach considering Higher Moments of Risk | AH   | SJ, VB<br>SM | International Finance Conference         | <b>VB, SM, AH (2009):</b><br>Portfolio Choice in the Presence of Background Risk – An Approach considering Higher Moments of Risk, in: 2009 Southern Finance Conference, USA  |
| 2.2                                       | Revelation of hidden Portfolio Risks   | AH   | VB           | International Finance Conference 07/2010 | Due in July 2010  |
| 2.3                                       | Efficiency of Private Equity   | AH   | TL           | International Finance Conference 11/2010 | Due in November 2010  |
| 2.4                                       | CAPM & Co. Revisited - Modeling Risk and Return of Private Equity Funds                              | AH   | VB, TL       | International Conference 01/10           | <b>AH, VB, TL (2010):</b><br>CAPM & Co. Revisited - Modeling Risk and Return of Private Equity Funds<br>In: 22nd Australasian Banking & Finance Conference, Sydney, Australia |

|                    |  |  |        |  |                       |
|--------------------|--|--|--------|--|-----------------------|
| 2.5                | Optimal Portfolio Choice with Respect to Labor Income Risk - Evidence from Germany | AH   | TL, SM | International Conference 09/10           | Due in September 2010 |
| 2.6                | IPOs in Germany - An Empirical Analysis  | AH   | TL     | International Finance Conference 07/2010 | Due in November 2010  |
| Additional results |  | <p><b>Gleisner, F.; Hackethal, A.; Rauch, C. (2010):</b><br/>Migration and the Retail Banking Industry, in: European Journal of Finance, Vol. 16, No. 5, pp. 459-480.</p> <p><b>Elsas, R.; Hackethal, A.; Holzhäuser, M. (2010):</b><br/>The Anatomy of Bank Diversification, forthcoming in Journal of Banking and Finance.</p> |        |  |                       |

| 3. WP: | lead   | team | deliverable | delivered work                           |                      |
|--------|--|------|-------------|--|----------------------|
| 3.2    | Prospect Theory Parameter Elicitation and the Disposition Effect | AH   | SJ, SM      | International Finance Conference 11/2010 | Due in November 2010 |
| 3.3    | An Anatomy of Risk Profiles of Private Investors                 | AH   | SM, TV, CS  | International Finance Conference 11/2010 | Due in November 2010 |

| 4. WP              | lead   | team   | deliverable | delivered work        |   |
|--------------------|--|--|-------------|-----------------------|---|
| 4.1                | Evaluating the Effect of Cross-Buying in Different Banking Sectors | BS   | TF          | Int. Conference 04/10 | <b>TF (2010):</b><br>Drivers of Cross-Selling in the Financial Services Industry,<br>Accepted for: Proceedings of the FSI 2010 Conference, New York City, USA (forthcoming) |
| 4.2                | Predicting Customer Development                                    | BS   | JH, WJ      | Int. Journal 01/10    |   |
| 4.3                | Determining Customer Lifetime Value                                | BS   | CS          | Int. Journal 10/10    |   |
| Additional results |  | <p><b>TF, S. Gensler (2010):</b><br/>Influence of Perceptual Metrics on Customer Profitability – The Mediating Effect of Behavioral Metrics<br/>Under review at Int. Journal</p> |             |                       |   |

| 5. WP   | lead   | team | deliverable   | delivered work  |
|---|--|------|---|---|
| 5.1 Customer Equity Sustainability Ratio (CESR) to Establish More Transparency about Long-Term Value Creation | BS   | MB   | International Conference 01/10<br>International Journal 04/10 | <p><b>BS, MB, LH (2010):</b><br/>Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting<br/>In: Proceedings of the WHU Campus for Finance Conference 2010, Vallendar, Germany</p> <p><b>BS, MB, LH (2010):</b><br/>Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting<br/>In: Proceedings of the 10th EURAM Conference, Rome, Italy</p> <p><b>BS, MB, LH (2010):</b><br/>Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting<br/>In: Proceedings of the 32nd INFORMS Marketing Science Conference, Cologne, Germany</p> <p><b>BS, MB, LH (2010):</b><br/>Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting<br/>Under review at Int. Journal</p> |
| Additional results  | <p><b>BS, MB, LH (2010):</b><br/>A Smart Way to More Transparency<br/>In: EFL Quarterly 4/09</p> <p><b>BS, MB, LH (2010):</b><br/>Customer Equity Reporting as a Smart Way to More Transparency<br/>In: House of Finance Newsletter 4/09</p> |      |   |   |

| EFL   | Chair of Electronic Commerce  | Chair of Finance   | FinGrid  |
|---|---|--|--|
| <p><b>OH:</b> Oliver Hinz<br/> <b>CS:</b> Christian Schulze<br/> <b>CS:</b> Christian Schmitz<br/> <b>JH:</b> Jeanette Heiligenthal<br/> <b>LS:</b> Lisa Schöler<br/> <b>MB:</b> Manuel Bermes<br/> <b>SCB:</b> Sven C. Berger<br/> <b>TF:</b> Tanja Frischmann<br/> <b>TL:</b> Timo Litty<br/> <b>TV:</b> Tobias Velensek<br/> <b>VB:</b> Valentin Braun</p> | <p><b>BS:</b> Bernd Skiera<br/> <b>AM:</b> Anita Mosch<br/> <b>NAN:</b> Nadia Abou Nabout<br/> <b>WJ:</b> Wolfgang Jank</p> | <p><b>AH:</b> Andreas Hackethal<br/> <b>SJ:</b> Sven Jakusch<br/> <b>SM:</b> Steffen Meyer<br/> <b>LH:</b> Lutz Horn</p> | <p><b>CMM:</b> Christian Messerschmidt<br/> <b>ML:</b> Markus Lilienthal</p> |

## 2. Presentations

**Abou Nabout, N.; Skiera, B. (27.05.2010)**

Is 1+1 Really 2? Synergy and Cannibalization Effects in Keyword Advertising  
Research Seminar; Goethe-University; Frankfurt

**Braun, V.; Meyer, S.; Hackethal, A. (20.11.2009)**

Portfolio Choice in the Presence of Background Risk – An Approach considering Higher Moments of Risk  
2009 Southern Finance Association meetings, USA

**Frischmann, T.; Gensler, S. (17.02.2010)**

To Measure or not to Measure? – Influence of Customer Perceptual and Behavioral Metrics on Customer Profitability  
Research Seminar; Goethe-University; Frankfurt

**Frischmann, T.; Skiera, B.; Leeflang, P.; Gensler, S. (27.05.2010)**

The More the Better? – The Effect of Cross-Buying on Customer Profitability  
Research Seminar; Goethe-University; Frankfurt

**Hackethal, A. (10.02.2010):**

Rolle und Wert der Anlageberatung  
2. Sitzung Arbeitskreis Altersvorsorge, Frankfurt

**Hackethal, A. (19.02.2010):**

Rolle und Wert der Anlageberatung  
WHU Private Banking Day, Vallendar

**Hackethal, A. (11.03.2010):**

Leistungstransparenz und Kundennutzen  
2. Zukunftsforum der Privatbanken, Eltville

**Hackethal, A. (25.03.2010):**

The Development of ETF Usage Throughout Europe  
Art of Indexing Summit Europe, Frankfurt

**Hackethal, A. (26.03.2010):**

Rethinking Personal Banking  
Accenture Finance Day, Kronberg

**Hackethal, A. (20.05.2010):**

Anlageentscheidungen von Haushalten und die Rolle der Finanzberatung  
5. Akademischer Sommer, Bonn

**Hackethal, A. (20.05.2010):**

Anlageentscheidungen von Haushalten und die Rolle der Finanzberatung  
5. Akademischer Sommer, Bonn

**Hinz, O. (27.01.2010)**

Seeding-Strategien für Virale Marketing-Kampagnen  
MTP & House of Finance, Wintercocktail; Frankfurt

**Hinz, O.; Takac, C.; Skiera, B. (12.02.2010)**

An Empirical Comparison of Seeding Strategies for Viral Marketing  
Research Seminar; Riezlern, Austria

**Hinz, O. (03.03.2010)**

Seeding-Strategien für Virale Marketing-Kampagnen  
MTP- Nationales Förderpooltreffen; Frankfurt

**Hinz, O. (19.03.2010)**

Presenting the E-Finance Lab  
Workshop at DAB; München

**Hinz, O. (28.04.2010)**

Meinung ist ansteckend – Der Einfluss sozialer Netzwerke  
Marketing-Club and Goethe-University; Frankfurt

**Hinz, O.; Spann, M.; Hann, I.-H. (27.05.2010)**

Can't buy me Love... or can I? The Effect of Conspicuous Consumption on Social Status  
Research Seminar; Goethe-University; Frankfurt

**Köstner, M.; Meyer, S; Hackethal, A. (26.02.2010)**

Learning by trading? Evidence from individual investors' mutual fund purchases  
2010 Midwest Finance Association meetings, USA

**Messerschmidt, C.M., Lilienthal M. (17.02.2010)**

Acceptance of a Web OS as a Commercial Consumer Service Bundle  
Research Seminar; Goethe-University; Frankfurt

**Messerschmidt, C.M. (27.05.2010)**

Are Myspace-Users Willing to Pay More for Their Hedonism?  
Research Seminar; Goethe-University; Frankfurt

**Schulze, C.; Bermes, M.; Skiera, B. (28.01.2010)**

Customer-Centric Reporting  
Research Seminar; Passau

**Schulze, C.; Schöler, L.; Skiera, B. (12.02.2010)**

Making or Breaking Diamonds? The Effects of Activation and Pressure from Viral Marketing  
Mechanisms  
Research Seminar; Riezlern, Austria

**Schulze, C.; Bermes, M.; Skiera, B. (14.02.2010)**

Customer-Centric Reporting  
Research Seminar; Riezlern, Austria

**Schulze, C.; Bermes, M.; Skiera, B. (21.05.2010)**

Customer-Centric Reporting  
EFL Research Seminar; Goethe-University; Frankfurt

**Schulze, C.; Schöler, L.; Skiera, B. (27.05.2010)**

Walking a Fine Line: Analyzing the Effects of (In)Appropriate Viral Marketing Designs  
Research Seminar; Goethe-University; Frankfurt

**Schulze, C.; Bermes, M.; Skiera, B. (24.06.2010)**

Customer-Centric Reporting

Invited presentation; Deutsche Bank, Frankfurt

**Skiera, B.; Bermes, M.; Horn, L. (24.02.2010)**

Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting

Research Seminar; Maastricht University, Maastricht, The Netherlands

**Skiera, B.; Bermes, M.; Horn, L. (07.05.2010)**

Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting

Second Workshop on Marketing Metrics, Risk and Performance Modelling; Berlin

**Skiera, B.; Bermes, M.; Horn, L. (24.06.2010)**

Now or Never: Using the Financial Crisis to Get Serious about Customer Equity in Financial Reporting

Invited Presentation; Deutsche Bank, Frankfurt

**Stuber, T.; Meyer, S; Hackethal, A. (26.02.2010):**

On the diffusion of financial product innovations: Word-of-mouth effects with retail investors  
2010 Midwest Finance Association meetings, USA

### **3. Further cooperation with EFL partners and other companies**

**Finanz-IT:**

As of July 2010, the EFL and its partner Finanz-IT in corporation with the Association of German Savings Banks (DSGV) are working on a feasibility study for a joint project. In the course of the project risk and return profiles of customer portfolios shall be computed and analyzed in order to better understand the risk taking behavior of private clients. Based on these insights concepts and tools shall be designed to increase customer value through financial advisory.