

Nikolaos A. Mylonopoulos, PhD

1. Contact Details

19 Boste Crescent, DH1 5US, Durham, UK. Mobile Tel. 07565319891 Home Tel. 01913402184
nikmyl@gmail.com, www.linkedin.com/in/nikolaosmylonopoulos, Skype: nikosmylonopoulos

2. Current Position

Associate Professor of Digital Business (with Tenure) at ALBA Graduate Business School, The American College of Greece (Athens, Greece). <http://www.alba.acg.edu/faculty-research/about-alba-faculty/core-faculty/nikos-mylonopoulos/>

Teaching at ALBA in Executive Education, C-level Executive MBA, and the MBA. Developing & delivering Exec-Ed programmes on digital transformation, business analytics, tech entrepreneurship, and lean and agile management, for clients in banking, IT, pharma, industrial equipment, transportation and others. Coordinating a customized leadership development programme and designed an in-house MBA for the digital era, for a bank. Author of the reference study on digital skills and employability in Greece, founding member, the Alliance for Digital Employability. Organizing and leading the delivery of the annual EdTech seminar on Digital Technologies in Teaching and Learning with CEEMAN (www.ceeman.org).

3. Leadership Experience

2010-2014 **Associate Dean, Academic Programmes**, ALBA Graduate Business School

Appointed by the Board of Directors with P&L responsibility, including Marketing & Communications, with a mandate to share ownership of the urgent turnaround of the School. Responsible for 3.5m Euro annual revenue, over 500 students and an annual new intake of 250. Responsible for international accreditations; led the design and development of 9 new post-graduate degree programmes (to a total of 14), including a joint Masters with Henley Business School. Led the development of real-time performance monitoring and data-driven decision making systems and processes, including new KPIs across all areas, financial, marketing, enrolment, resource planning. Direct and indirect reports: 9-14.

2009-2014 **Academic Director, MBA Programmes**, ALBA Graduate Business School

Redesigned, repositioned and relaunched the MBA portfolio, with a merged Full-Time and Part-Time Curriculum, plus a new C-level EMBA. Over 120 students in total. Led the introduction of several innovations (e.g. ERP Simulation, Creativity, Marketing Engineering), including a new double capstone course titled "Management Acts: A Theatrical Integration" (2013), which won the 2016 AMBA Innovation Award.

2007-2009 **Associate Dean for Innovation & Technology**, ALBA Graduate Business School

Coordinated strategy and efforts for external funding and research support on an aggregate budget over 5m€. Provided strategic direction and leadership for all technology investments in administration and teaching & learning.

2000-2007 **Academic Director, Applied Research and Innovation Projects (ARIP)**, ALBA

Led all efforts for external (mainly EU) research funding. Led or facilitated greenfield initiatives in applied R&D in collaboration with the business community, such as the Recruitment Confidence Index, the Best Workplaces competition, and the guide for young entrepreneurs.

2000-2007 **Academic Director, Information Technology**, ALBA Graduate Business School

Oversaw the specification, procurement, design, deployment and exploitation of all IT projects for the renewal and expansion of the entire information systems infrastructure of the School. In almost all cases, this involved taking a leading role in redesigning processes and redefining business rules.

4. Academic experience

2008 - today **Associate Professor** of Digital Business (with **Tenure**), ALBA Graduate Business School, The American College of Greece.

2005 - 2008 **Associate Professor** of Information Systems, ALBA Graduate Business School, Greece.

2000 - 2005 **Assistant Professor** of Information Systems, ALBA Graduate Business School, Greece.

2001 – 2013 **Visiting Professor** of Electronic Business, KEDGE Business School, Bordeaux, France.

1999 – 2000 **Visiting lecturer**, Athens University of Economics and Business, Greece. MSc in Decision Sciences and Executive MBA.

1999 – 2000 **Visiting lecturer**, Henley Distance Learning MBA, Hellenic Management Association, Greece.

1996 – 2000 **Lecturer** in MIS, The Business School, Loughborough University, UK.

1998 **Visiting Professor**, ALBA, Greece.

1996 **Part time lecturer** in Management Information Systems, Birkbeck College, University of London, UK.

1995 - 1996 **Research Fellow**, Information Systems Research Unit, Warwick Business School, UK.

5. Education

1998 PhD, Warwick Business School, University of Warwick. Thesis title: “The governance of information technology service provision”.

1988 – 1992 BSc in Informatics (specialization Information Systems), Department of Informatics, Athens University of Economics and Business, Grade Very Good 7.83 (out of 10).

1988 High School Degree, Peiratikon (Laboratory) School of the University of Athens, Grade 19¹⁰/₁₁ (out of 20).

Languages: English, Greek (native speaker), French.

6. Executive Education Teaching Experience

Current topics

Management in the Digital Era
 Business Analytics
 Understanding Technology
 Digital Transformation
 Agile and Scrum
 Lean Entrepreneurship
 Implementing Change
 The Collaboration Workshop

Current and recent clients

Siemens
 Athens International Airport
 WIND Telecoms
 GlaxoSmithKline
 Novo Nordisk
 Boeringer Ingelheim
 Jansen Cilag
 Phillip Morris
 Eurobank
 Piraeus Bank
 Titan Cement Company
 QUEST Group
 Interamerican
 Frigoglass

Teaching evaluations are consistently well above 4 out of 5 and are available upon request.

7. Teaching in Degree Programmes

ALBA Graduate Business School, Greece (since September 2000)

Teaching evaluations are consistently well above 4 (out of 5) and are available upon request.

Designed, developed, organized and taught the entirety of all the following modules.

- The Technology Frontier and The New Economy (Executive MBA, C-Level)
- Leading Change (Executive MBA, C-Level)
- Business Integration: The SAP ERP Simulation (MBA)
- Digital Business Strategy (MBA)
- Digital Transformation (MBA)
- Strategic Information Management (MBA)
- Google Online Marketing Challenge Workshop (MBA, MSc in Marketing)
- Feasibility Analysis and Preparing the Business Plan (MSc in Entrepreneurship)
- Human Resources Information Systems (MSc in Strategic HRM)
- Financial Services Technologies and Systems (In-house customized MBA)
- Enterprise Information Systems (MBA)
- Information & Knowledge Management (MBA)
- Management Information Systems (MBA)

Warwick Business School (2018-2019)

Module Leader, "Open Innovation and the Sharing Economy" (Undergraduate) and "Enterprise Information Systems" (both Undergraduate and Postgraduate). Supervised MSc Dissertations.

Sheffield University Management School (2018 – 2019)

Taught "The Intelligent Organization" in the MBA and the Executive MBA, Supervised MBA Dissertations.

KEDGE Business School, Bordeaux, France (2001-2013)

(formerly Bordeaux Business School, BEM Business School) Organized and taught Electronic Business

Athens University of Economics and Business, Greece (1998-2000)

Organized and taught: eEconomics (Core, Global eCommerce Masters); eMarketing (Core, Global eCommerce Masters); Information Systems management and strategy (Core, MBA); Digital Marketing (Elective, MBA); Information Systems Strategy (Elective, MBA); Management Information Systems (Core, MBA); Seminar Series: Economics of Information Systems (Elective, MSc)

Henley College Distance Learning MBA – Hellenic Management Association, Athens, Greece (2000)

Managing Information (Core, MBA)

The Business School, Loughborough University, UK (1996-1999)

Contributed to the organization and teaching of eight courses per year.

Decision Support Systems (Core, MBA, Undergraduate); Business Information Systems I & II (Core, Undergraduate); Information Management and Strategy I & II (Core, Undergraduate); Retail Information Systems (Core, Undergraduate); Management Information Systems (Elective, Undergraduate)

Department of Computer Science, Birkbeck College, University of London (January – May 1996)

Management Information Systems (Core, Undergraduate, Senior Students)

Warwick Business School, University of Warwick, UK (1992-1997)

Information Management and Strategy. Taught: Information Technology outsourcing. Guest speaker: BP Oil Global Head of IT. Offered to the full time MBA and MSc in Operational Research (1997). Computing and Information Systems (Undergraduate tutorials and labs); Quantitative Methods and Analysis I (Undergraduate tutorials); Basic mathematics (Undergraduate preparatory course)

8. Student Project Supervision

Warwick Business School: 4 MSc Dissertations (2019)

Sheffield University Management School: 12 MBA Dissertations (2018 and 2019).

ALBA Graduate Business School: Over 30 MBA Field Consulting Projects with firms such as Microsoft, Vodafone, Carrefour, Eurobank, Piraeus Bank, Procter&Gamble, TITAN Cement and others.

Also coaching numerous teams on their business plans, in the MBA and the MSc in Entrepreneurship.

Coaching the MBA teams representing ALBA to the European Business Plan of the Year Competition (EBPYC).

9. Research Publications (Google Scholar Citations: over 1400)

Articles in peer-reviewed journals

1. Mylonopoulos, N., & Theoharakis, V. (2019). Motivations and passions in m-Facebook use. *Computers in Human Behavior*. <https://doi.org/10.1016/j.chb.2019.106174>
2. Epitropaki, Olga, Anders Friis Marstand, Nikos Bozionelos, Claudia Van Der Heiden, Dora Scholarios, Izabela Marzec, Nikolaos Mylonopoulos, Aslaug Mikkelsen, and Piotr Jedrzejowicz. "The Role of Leader-Member Exchange (LMX) Agreement for Employability and Objective Career Outcomes." In *Academy of Management Proceedings*, vol. 2019, no. 1, p. 17370. Briarcliff Manor, NY 10510: Academy of Management, 2019. <https://doi.org/10.5465/AMBPP.2019.17370abstract>
3. Mylonopoulos N. and Sideris I., "Growth of value added mobile services under different scenarios of industry evolution", *Electronic Markets*, Vol. 16, Issue 1, 2006, pp. 28-40.
4. Sideris I. and Mylonopoulos N., "A participative simulation game in mobile business strategy", *International Journal of Information Technology Education*, Vol. 1, No. 1, 2005, pp. 129-146.
5. Mylonopoulos N. and Tsoukas H., "Technological and Organizational issues in Knowledge Management", *Knowledge and Process Management*, Vol. 10, No. 3, July-September, 2003, pp. 139-143.
6. Tsoukas H. and Mylonopoulos N., "Knowledge Construction and Creation in Organizations", *British Journal of Management*, Vol. 15, Issue 1, March, 2004.
7. Tsoukas H. and Mylonopoulos N., "Part Special Issue Introduction: modeling organizational knowledge", *Journal of the Operational Research Society*, Sep2003, Vol. 54 Issue 9, pp.911-913.
8. Mylonopoulos N. and Doukidis G., "Mobile Business: Technological pluralism, social assimilation and growth" , *International Journal of Electronic Commerce*, Vol. 8, No. 1, Fall 2003, pp. 5-22, 2003
9. Mylonopoulos N., Doukidis G., Vrehopoulos A., Constantiou I., Sideris I., "The Critical Role of Consumer Behavior Research in Mobile Commerce", *International Journal of Mobile Communications*, Vol. 1, No. 3, pp. 329-340, 2003.
10. Mylonopoulos N. and Theoharakis V., "Global Perceptions of IS Journals", *Communications of the ACM*, Vol. 44, No. 9, pp. 29-33, 2001.
11. Lekakos G., Mylonopoulos N., Papakyriakopoulos D. and Pramataris K., "Personalised interactive TV advertising: the iMedia business model", *EM – Electronic Markets*, 11, 1, pp. 1-9, 2001.
12. Giaglis G., Mylonopoulos N.A. and Doukidis G.I., "The ISSUE methodology for quantifying benefits from information systems", *Logistics Information Management*, 12, 1-2, 1999, pp. 50-62.
13. Doukidis G.I., Mylonopoulos N.A. and Lybereas P., "Information Systems planning within medium environments: a critique of Information Systems growth models", *International Transactions in Operational Research*, 1, 3, 1994, p.p. 293-303.

Working Papers and Work in Progress

1. "Is your passion for Facebook out of control?". With V. Theoharakis.

2. "Morality and moral hazard in peer-to-peer lending". With P. Avramidis.
3. "Theatre in the MBA: Educating phronetic leaders". With O. Epitropaki.
4. "Revisiting the phenomenological foundations of computer-mediated collaborative knowledge work". Single authored.

Books

1. Doukidis, G., Mylonopoulos N., Pouloudi A., "Social and Economic Transformation in the Digital Era" , IDEA Group Publishing, 2004
2. Tsoukas H., Mylonopoulos N., "Organizations as Knowledge Systems: Knowledge, Learning and Capabilities" , Palgrave, 2004
3. Tsoukas H., Theoharakis V., Mylonopoulos N., "Modern Trends in Management" (in Greek), Kastaniotis Publishers, Athens:2004.

Book Chapters

1. Mylonopoulos N., Pramataris K., "Internet Retailing in Greece" , in S. Elliot, 'Electronic Commerce - B2C Strategies and Models', John Wiley and Sons; ISBN: 0471487058, 2001
2. Mylonopoulos N., Pramataris K., Vrechopoulos A., Papamichail G., Poulymenakou A., "Personalised services and promotions in Internet retailing" , E-Business: Key Issues, Applications and Technologies, Edited by Brian Stanford-Smith and Paul T. Kidd, IOS Press, 2000.

Articles in Conference Proceedings

1. Mylonopoulos N.A. and Theoharakis V., "Passion for smartphone usage: Harmonious or Obsessive?", 25th Innovation And Product Development Management Conference, Porto, Portugal, June 10-13, 2018.
2. Avramidis P. and Mylonopoulos N.A., "Moral intensity and moral hazard in consumer credit: The case of P2P lending", The Twelfth Symposium on Statistical Challenges in eCommerce Research (SCECR 2016), Naxos Island, Greece, June 22-24, 2016.
3. Mylonopoulos N., "Revisiting the possibility of computer-based knowledge management systems: A phenomenological perspective", First International Conference on Organizational Learning, Knowledge and Capabilities, University of Warwick, March 2006.
4. Mylonopoulos N, Doukidis G., Vrehopoulos A., Sideris I., Constantiou I., "Critical Success Factors for Accelerating Mobile Commerce Diffusion in Europe" , 15th Bled Electronic Commerce Conference 'eReality: Constructing the eEconomy', Bled, Slovenia, 17-19 June, 2002
5. Mylonopoulos N. and Constantiou I., "Towards sustainable quality of service in interconnection agreements: implications from information asymmetry", European Conference of Information Systems, Bled, Slovenia, 27-29 June, 2001

6. Pramataris K., Vrechopoulos A., Mylonopoulos N., Papamichail G., Poulimenakou A., "Personalised services and promotions in internet retailing", E-Business and E-Work Conference, Madrid, Spain, October 2000.
7. Athanassopoulos A. and Mylonopoulos N.A., "Information Systems in support of marketing control for retail firm competitive advantage", in the Proceedings of the 26th European Marketing Academy Conference, University of Warwick, 20-23 May 1997, pp. 67-86.
8. Galliers R.D., Mylonopoulos N.A., Morris C. and Meadows M., "Information Systems research agendas and practices in the United Kingdom", in the Proceedings of the 2nd UK Academy for Information Systems Conference, University of Southampton, 2-4 April 1997, pp. 143-171.
9. Mylonopoulos N.A., "The role of the IS department after outsourcing: Contract intermediary or value adding agent?", in the Proceedings of the Sixth Hellenic IT Conference, Athens, 4-6 December 1997, pp. 495-503 (in Greek).
10. Mylonopoulos N.A., "From outsourcing to the efficient governance of IT: Opportunities and threats for Greek businesses", in the Proceedings of the Fifth Hellenic IT Conference, 5-9 December 1995, Athens, pp. 57-66 (in Greek).
11. Mylonopoulos N.A., Doukidis G.I. and Giaglis G.M., "Information Systems investment evaluation through simulation: the case of EDI", in the Proceedings of the 8th International Conference EDI and Interorganisational Systems, Bled, Slovenia, June 5-7 1995, pp. 12-26.
12. Mylonopoulos N.A. and Ormerod R.J., "A microanalytic approach to the efficient governance of Information Technology service provision: The case of outsourcing", Warwick Business School Research Paper No. 142, December 1994. Also in the Proceedings of the Third European Conference on Information Systems, Athens, Greece, June 1-3 1995, pp. 749-765.
13. Mylonopoulos N.A., Doukidis G.I. and Giaglis G.M., "Assessing the expected benefits of Electronic Data Interchange through simulation modeling techniques", in the Proceedings of the Third European Conference on Information Systems, Athens, Greece, June 1-3 1995, pp. 931-943.
14. Lybereas P., Mylonopoulos N.A., Doukidis G.I. and Galliers R.D., "Information Systems planning and entrepreneurial culture in medium-sized enterprises", Warwick Business School Research Paper No. 91, April 1993 and in the Proceedings of the Second European Conference on Information Systems, Nijenrode University, Netherlands, 30-31 May 1994, p.p. 23-32.

Samples of practitioner-oriented articles in the Media available upon request.

Other reports, presentations and seminars

1. Mylonopoulos N., Pramataris K. and Labovas M., "The problem of youth unemployability and growth opportunities in digital skills", in Greek, White paper commissioned by CEPIS (Council of European Professional Informatics Societies) and HEPIS (Hellenic Society of Informatics Professionals), October 2015.

2. Mylonopoulos N. and Filiopoulou M., "Texting as Social Space: How young people appropriate SMS to enact their social relations", 5th SSIT Workshop on Mobile Interaction, London School of Economics, London, 4-5 April 2005.
3. Mylonopoulos N., "Innovative outsourcing practices in IT services", The Economist Greek Edition, In Greek, Vol. 15, March 2005, p. 37.
4. Mylonopoulos N., "Return to the communities of knowledge: Open source software communities as organizational model in the knowledge economy", Oeconomikos Tachydromos (Financial Courier), in Greek, 15 February 2003.
5. Mylonopoulos N., Sideris I., Fouskas K., Pateli A., "Emerging Market Dynamics in the Mobile Services Industry", White Paper, www.MobiForum.org, 2002
6. Mylonopoulos N., eBusiness Coming of Age: Stages of Growth and Challenges in Greece", 7th International Management Conference ARISTOTELES, 14-15 November, Thessaloniki, Greece, 2002
7. Mylonopoulos N., Mobile Commerce: Development Scenarios for Greece", Greek ICT Forum, Athens, 10 October, 2002
8. Mylonopoulos N., Athanassopoulos A., "Assessing the strategic value of e-Business in the emerging market in Greece" , Tenth Annual AMA 'Frontiers in Services' Conference, October 25-28, 2001, Washington, DC, 2001.
9. Mylonopoulos N., Constantiou I., and Courcoubetis C., "Information Asymmetry in Internet Connectivity Markets" , Fourth Berlin Internet Economics Workshop, May 25-26, 2001, Berlin, Germany, 2001.
10. Mylonopoulos N., The Evolution of Mobile Commerce in Europe: The Critical Questions", The 5th New Economy Forum, Tuesday 29 May, Athens, Greece, 2001
11. Mylonopoulos N.A., "Business value and electronic commerce", Presentation for the E-Commerce event, AMTECH, Athens, 31 January 1998.
12. Mylonopoulos N.A., Galliers R.D., Morris C. and Meadows M., "Revisiting the intellectual development of Information Management research in the UK: Recent empirical evidence", British Academy of Management Annual Conference, London, 8-10 September 1997.
13. Mylonopoulos N.A., "To outsource or not to outsource? This is not the question. How to organise the provision of information technology", Research Report to BP Oil International Limited, latest version: January 1997.
14. Mylonopoulos N.A., "Setting up the efficient governance of IT". Tutorial, 5th Hellenic IT Conference, 7-9 December 1995, Athens.
15. Mylonopoulos N.A. and Giaglis G.M., "Modelling Inter-organisational Information Systems: A Simulation Approach", OR'38 - The Conference of the OR Society, 3-5 September 1996, University of Warwick, UK.
16. Mylonopoulos N.A., "The impact of Information Technology on industrial structures", The Third UK PhD Consortium, University of Warwick, 6-8 September 1993.

17. Doukidis G.I., Mylonopoulos N.A., "Information Systems planning within medium environments: a critique of Information Systems growth models", IFORS '93, XIII World Conference on Operations Research, 12-16 July 1993, Lisboa, Portugal.

10. Research Project Funding

1. Professional learning for adults on the move (MoveOn), 7th Framework Programme, EC, 2011.
2. Learning for Security (L4S). 7th Framework Programme, European Commission, 2009-2011.
3. Strengthening the role of the socio-economic sciences and humanities on the development of ERA (Platon+), 7th Framework Programme, European Commission, 2008-2010.
4. ChangeMasters. Edutainment Services for Change and Innovation Management. e-Ten Programme, European Commission, 2006-2008.
5. L2C – Learning to Collaborate. IST Programme, 6th Framework Programme, EC, 2006-2008
6. Mobile Youth. General Secretariat of Research and Technology, Greek Ministry of Development. 2004-2005.
7. eAcademy. General Secretariat of Research and Technology, Greek Ministry of Development. 2004-2005.
8. Scientific Coordinator, ENLARGE Project (Entrepreneurship Laboratory for Eastern European Regions), IST Programme, 5th Framework Programme, 2001-2003.
9. E-Factors Project (Factors for the adoption and implementation of eBusiness Models). Information Societies Technology Programme, 5th Framework, Commission of the European Union.
10. SMART-EDU Project, Leonardo Programme, Commission of the European Union, 2001-2002.
11. Scientific coordinator and assistant Project Manager, MobiCom Project, Information Societies Technology Programme, 5th Framework, Commission of the European Union, 2000-2001.
12. Assistant Scientific Coordinator, iMedia Project (IST-1999-11038), Information Societies Technology Programme, 5th Framework, Commission of the European Union, 2000-2001.
13. Intelligent multimedia group decision and collaboration environment - ΕΠΑΣΟΠ. ΠΕΝΕΔ Programme of the Greek Government. Athens University of Economics and Business. 1996-1998.
14. Research and development of a prototype Message Handling System. Research with the Athens University of Economics and Business for the Greek Telecommunications Organisation (OTE). February – April 1995.
15. Research into contracts and organizational structures for outsourced IT services at BP Oil International Limited. The objective was to evaluate extant business practices and suggest a theory-based management framework for making related decisions. May 1994 – May 1995.
16. Academic IS research activity in the UK. Large survey with the support of the UK Academy for Information Systems. Information Systems Research Unit, Warwick Business School. 1995-1996.

17. The impact of Electronic Data Interchange on the pharmaceutical, clothing and grocery industries in Greece. For the Athens University of Economics and Business as part of the 'EDI Clearing Centre' project of the Telematique Programme of the Commission of the European Union. June-July 1994.
18. Measurement of EDI benefits. For the Athens University of Economics and Business as part of the TEDIS II Programme. June – July 1994.
19. Case study research on the management of IT in 44 Greek SME's. Information Systems Research Unit, Warwick Business School. 1992-1993.

11. Service

Service in the School

- 2012 – 2016 Strategy Committee, ALBA Graduate Business School
- 2009-2014 Chair of the Teaching and Learning Committee, ALBA Graduate Business School
- 2008-2010 and since 2015 Faculty Evaluation and Promotion Committee (for Assistant Professors and for Associate Professors without Tenure), ALBA Graduate Business School
- 2005-2008 Faculty Evaluation and Promotion Committee (for Assistant Professors), ALBA
- 2006-2009 Member of the Management Sciences teaching group, Loughborough University Business School.
- 1993-1994 PhD Student Representative and Member of the Doctoral Programme Committee, Warwick Business School, University of Warwick

Service to the Community

- Organizing Committee Member, 31st EGOS Colloquium, Athens, Greece, July 2015.
- Member of the Board of Directors, Hellenic Professionals Informatics Society (HePIS), since 2014. Principal investigator and lead author of the reference study on digital skills and employability in Greece (2015). Founding member of the Alliance for Digital Employability (<http://www.afdemp.org/study/>).
- Member of the selection committee, EGG (Enter-Grow-Go), an Accelerator/Incubator operated by Corallia (the largest technology cluster in Greece) and supported by Eurobank (since 2013).
- Track Co-Chair, Electronic Commerce, 6th Mediterranean Conference on Information Systems, Cyprus, 3-5 September 2011.
- Academic Co-Chair, 9th International Conference on Mobile Business, Athens, Greece, 13-15 June 2010.
- Track Co-Chair, IS Education, 4th Mediterranean Conference on Information Systems, Athens, Greece, 25-27 September 2009.
- Track Co-Chair, Business to Consumer, International Conference on Electronic Commerce, Innsbruck, Austria, August 2008.
- Co-Founder, Co-organizer and Program Chair, The First International Conference on Mobile Business - mBUSINESS-2002, Athens, Greece, 8-9 July 2002.
- Co-organizer, The Third European Conference on Organizational Knowledge, Learning and Capabilities - OKLC-2002, Athens, Greece, 5-6 April 2002.

Co-chair, minitrack in Mobile Commerce at the "I3E 2001" The First IFIP Conference on eCommerce, eBusiness and eGovernment, 4-5 October 2001, Zurich, Switzerland.