

## Sebis Day 2023

Prof. Florian Matthes, 29.06.2023

Chair of Software Engineering for Business Information Systems (sebis) Department of Computer Science School of Computation, Information and Technology (CIT) Technical University of Munich (TUM) wwwmatthes.in.tum.de

Time	Presentation	Speaker
16:00	Introduction and overview of current research	Prof. Dr. Florian Matthes
16:05	<b>Recent Work in Blockchain-Based System Engineering</b> Adoption of decentralized identities. Experimenting with Tezos and the GAIA-X Ecosystem. Detecting NFT Wash Trades on Ethereum and Solana. An exciting collaboration with the Algorand Foundation.	Burak Öz, Felix Hoops
16:15	<b>Metric-Driven Large Agile Organizations</b> We present our experience applying and improving a method for supporting the selection and operation of metrics in large-scale agile software development at SAP and an outlook on future work.	Franziska Tobisch, Pascal Philipp
16:25	<b>CreateData4AI</b> We present a novel approach to help domain experts efficiently annotate large textual training data for NLP.	Stephen Meisenbacher, Tim Schopf
16:35	<b>Engineering Conversational Interfaces</b> We provide an overview of our ongoing industry projects with SAP, Springer Nature, Alpha KI, in domains of human resources, scientific publishing, and healthcare.	Phillip Schneider, Anum Afzal, Juraj Vladika
16:45	<b>Supporting the Adoption of Privacy-Enhancing Technologies</b> We present an approach and learning materials to support managers, legal and technical experts in the collaborative adoption of privacy-enhancing technologies in their organization.	Alexandra Klymenko
17:00	<b>Poster Session and Stammtisch</b> We provide food and beverages and give you the opportunity to network and talk with all our research assistants about their research projects.	All participants
19:00	End of the event	

#### **Sebis Research Areas & Current Research Projects**

#### **Next-Generation IT Governance**

- Scaled Agility in Large IT Organizations
- Interorganizational EAM
- Enterprise Architecture Discovery at Runtime
- Autonomous Company
- Adopting Metrics in Large-Scale Agile Software Development (AMSAS)
- Security in Scaled Agile Software Development (SISAS)

#### **Digital Platforms and Ecosystems**

- Ecosystem for a Knowledge-Based Platform Supporting In-Store Logistics
- Differential Privacy
- Learn, Apply, Comply: Development of Continuing Education Materials on Privacy-Enhancing Technologies (LACE)
- Digital Platform Engineering in the Government Domain

#### **Natural Language Processing and Legal Tech**

- CreateData4AI (CD4AI)
- Applications of Text Generation through Semi-supervised Learning
- Abstractive Text Summarization for Domain-Specific Documents (ATESD)
- AI-Based Digital Health Assistant (ALPHA-KI)
- Conversational Graph-Based Navigation Over Semantically Connected Content (COGNOSCO)
- Research Institution Knowledge Graph (RIKG)
- NLawP Natural Language Processing and Legal Tech
- Scientific Claim Verification with Evidence from Text and Structured Knowledge (VeriSci)

#### **Blockchain-Based Systems Engineering**

- Digital Credentials for Higher Education Institutions (DiBiHo)
- GAIA-X 4 Production, After-Sales and PLC Across Automated Driving
- Algorand Centres of Excellence (ACE) SUPPRA
- Blockchain Technology for International Student Mobility
- Management of Education Certificates

Sebis Team





#### Sebis Team Members







Alexandra Klymenko Privacy



**Prof. Dr. Florian** Matthes Head of sebis



Tri Huynh **Domain Specific Languages** 



**Pascal Philipp** Large-Scale Agile Development & Metrics



**Nektarios Machner** Software Engineering



**Tim Schopf** NLP & Knowledge Representation



**Phillip Schneider** NLP



**Felix Hoops** Blockchain & SSI



**Tobias Müller** Privacy & ML



Peter Kuhn



٦Π

Burak Öz Blockchain



Anum Afzal NLP



Mahdi Dhaini Explainable NLP



Juraj Vladika NLP



**Stephen Meisenbacher** NLP & Privacy



Large-Scale Agile Development



**Oliver Wardas** 

NLP & LegalTech

Wessel Poelman NLP









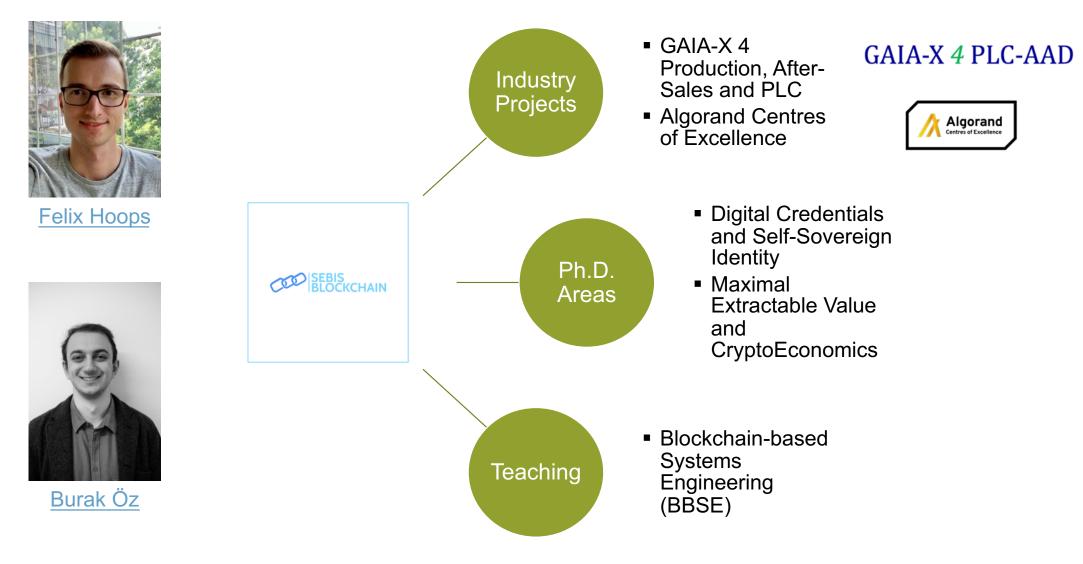


## Recent Work in Blockchain-Based System Engineering

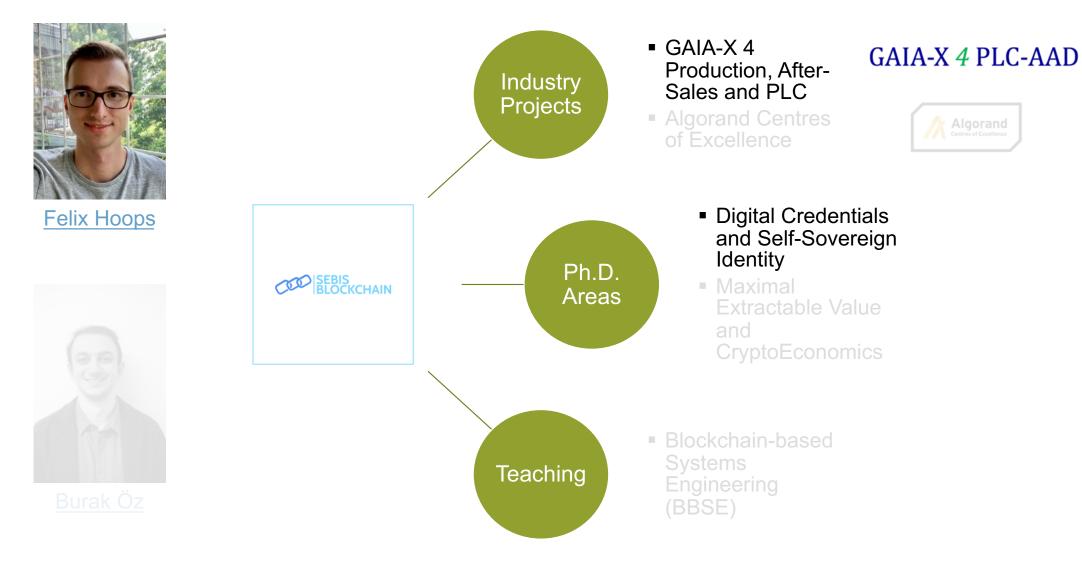
Burak Öz, Felix Hoops 29.06.2023, sebis Day 2023

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#### **Overview**

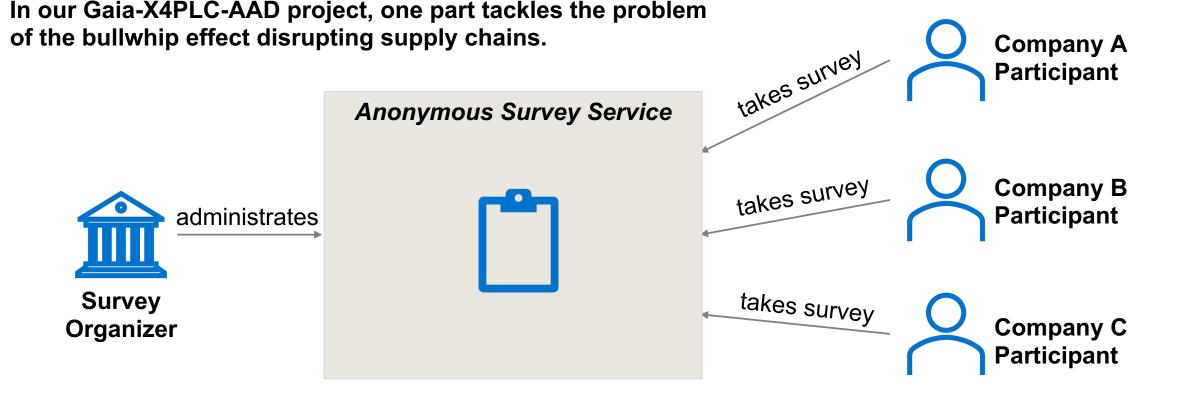


#### GAIA-X 4 Production, After-Sales and PLC



Gaia-X: https://www.matthes.in.tum.de/pages/va5wdn40w6q2/GAIA-X-4-Production-After-Sales-and-PLC-Across-Automated-Driving Algorand: https://www.matthes.in.tum.de/pages/jfvlv68q7m4a/Algorand-Centres-of-Excellence-ACE-SUPPRA BBSE: https://www.matthes.in.tum.de/pages/enf3vo4lgv74/Blockchain-based-Systems-Engineering-BBSE

#### The Bullwhip Effect Survey



Who is allowed to take part in the survey?

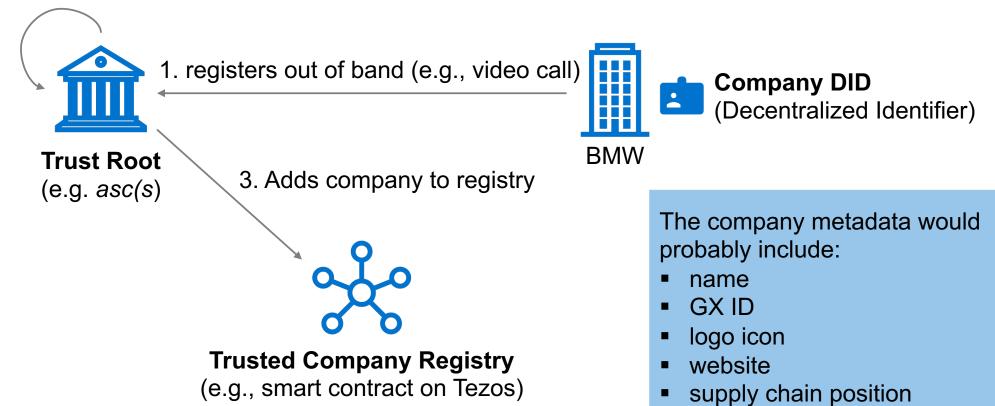
How do participants get access?

How does the survey know the role of a participant's company in the supply chain?

#### Customer Journey through the Bullwhip Effect with SSI Company Setup

ТЛП

2. Confirms company metadata and relevance

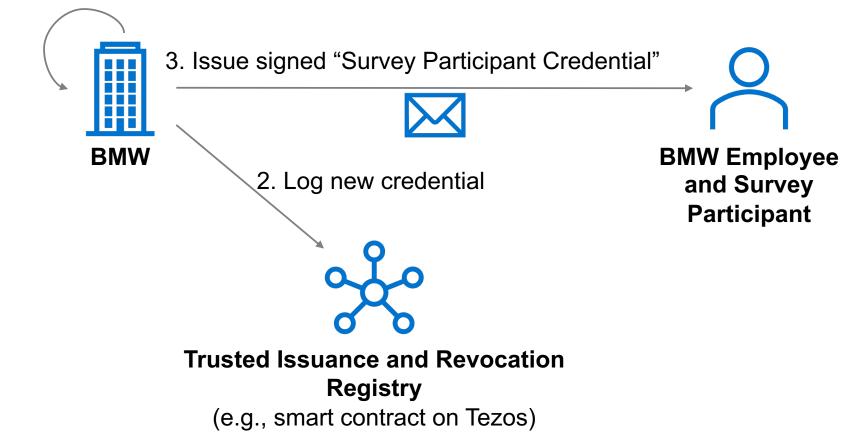


• ...

#### Customer Journey through the Bullwhip Effect with SSI Participant Setup

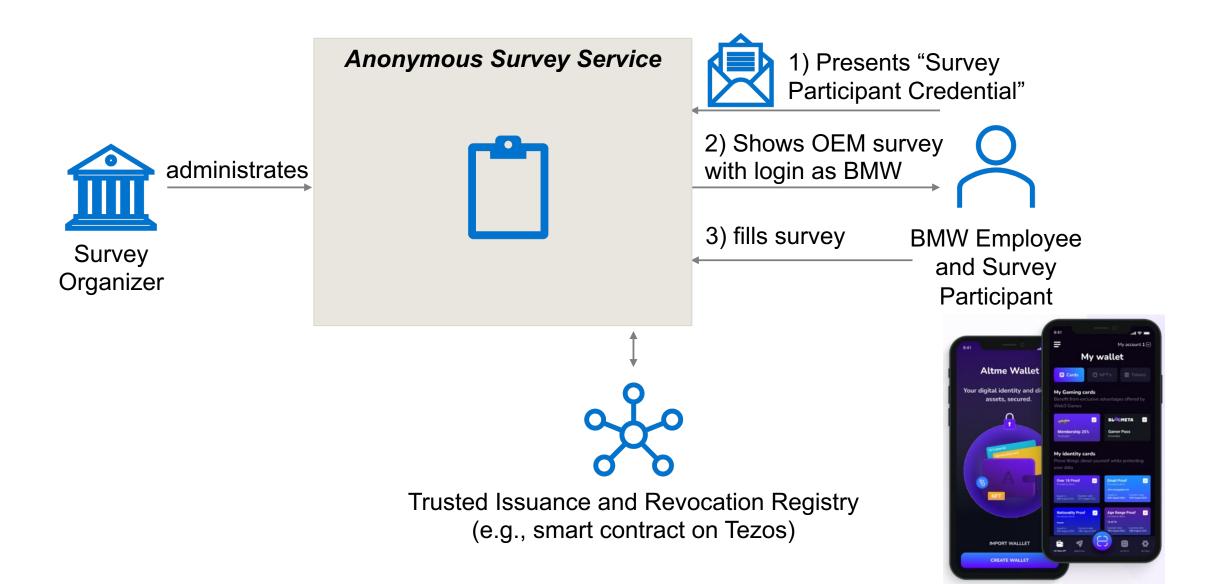
ТШ

1. Generate "Survey Participant Credential"



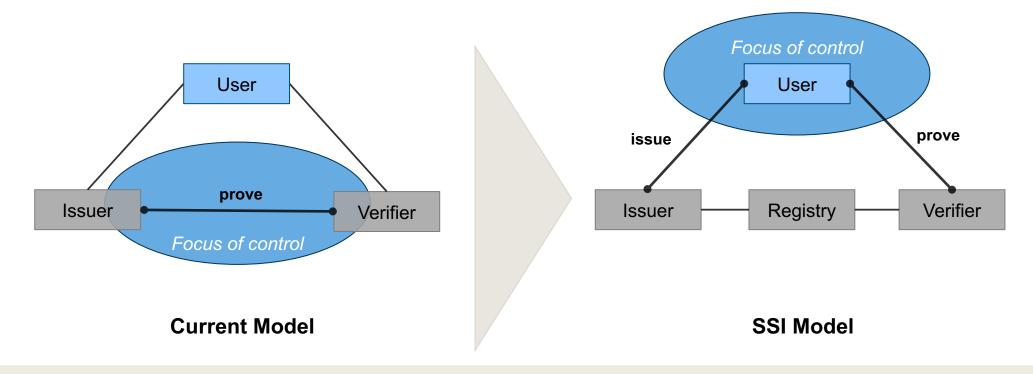
#### Customer Journey through the Bullwhip Effect with SSI Survey Participation





#### Self-Sovereign Identity

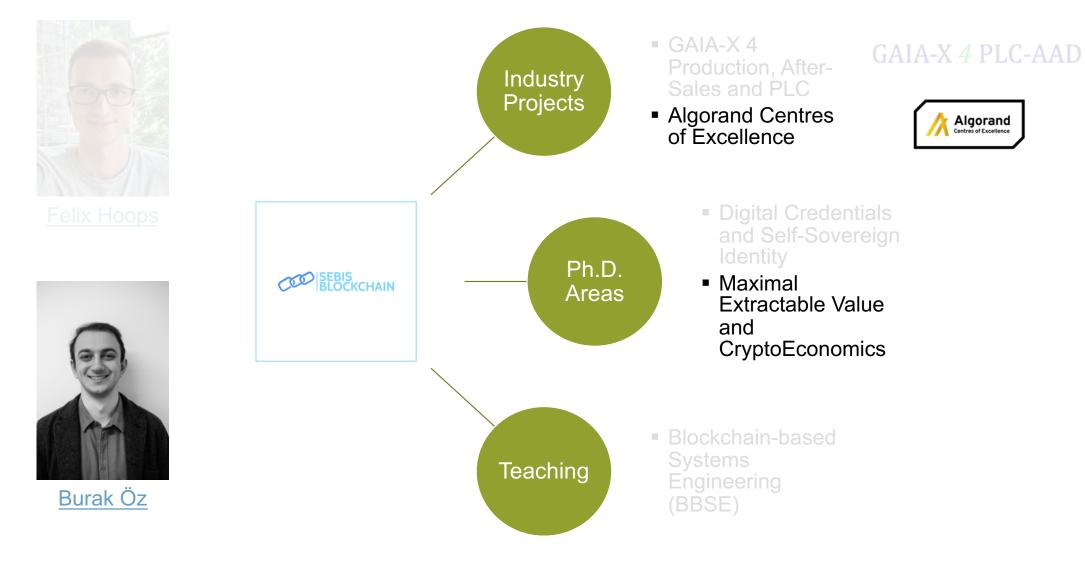
- **Self-Sovereign Identity** (SSI) is the term used to describe a decentralized goal architecture using W3C Verifiable Credentials.
- With SSI you can instantly create an account (i.e., identifier) without anyone being able to prevent that.
  - You alone control that account, which means no one can shut it down or take it over.
- Accounts can make statements about other accounts in the form of Verifiable Credentials
  - Including but not limited to Name, Date of Birth, Education Level, Company Affiliation



**Blockchain technology** is a solid choice to publish and administrate such an account.

### Maximal Extractable Value (MEV) and CryptoEconomics





Gaia-X: https://www.matthes.in.tum.de/pages/va5wdn40w6q2/GAIA-X-4-Production-After-Sales-and-PLC-Across-Automated-Driving Algorand: https://www.matthes.in.tum.de/pages/jfvlv68q7m4a/Algorand-Centres-of-Excellence-ACE-SUPPRA BBSE: https://www.matthes.in.tum.de/pages/enf3vo4lgv74/Blockchain-based-Systems-Engineering-BBSE

#### Maximal Extractable Value (MEV) and CryptoEconomics



"When you're looking at a system in a certain state, with some transactions pending, and you've got the power to determine which ones get the green light and in what order, plus the ability to throw some new transactions into the mix, then MEV is the most value you can possibly pocket from this setup."





## Metric-Driven Large Agile Organizations

Pascal Philipp, Franziska Tobisch

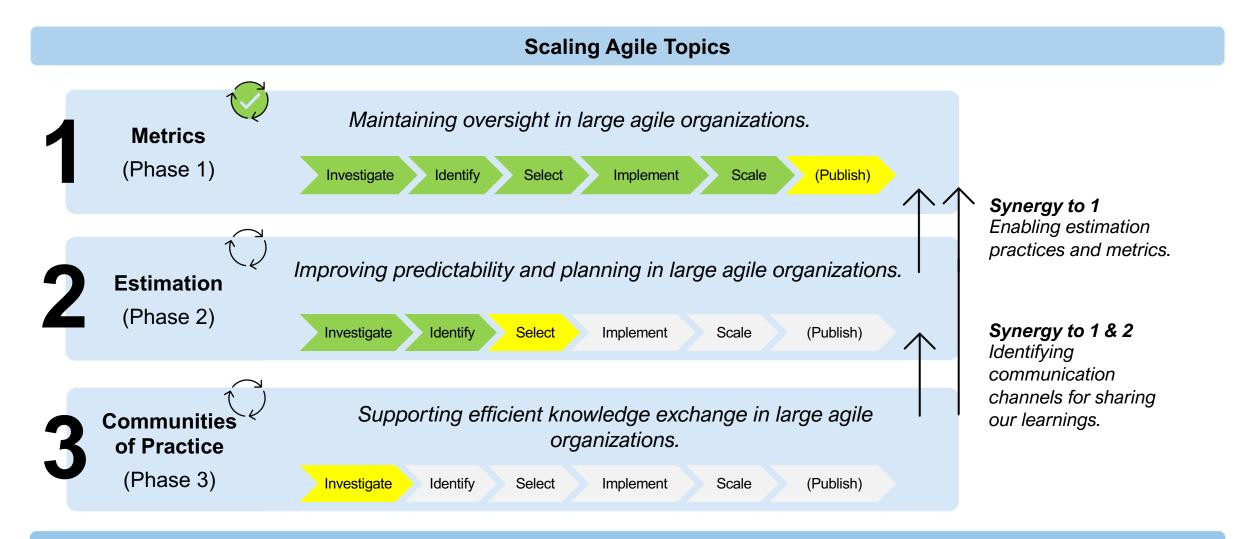
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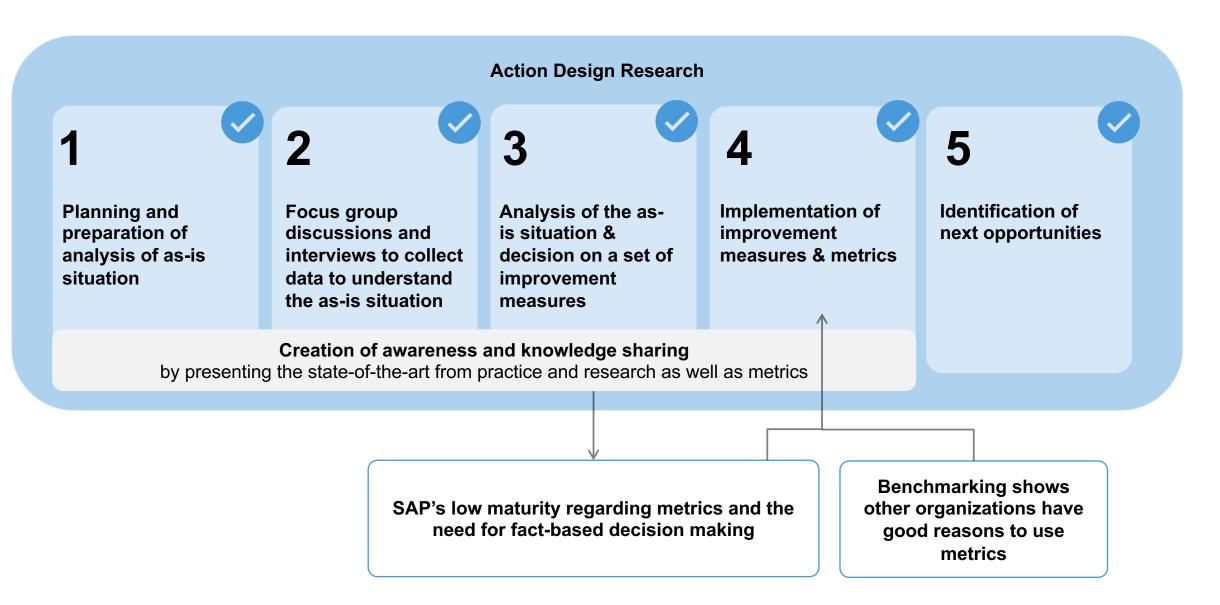
# We follow a multi-pronged approach and facilitate synergy effects for optimal project performance



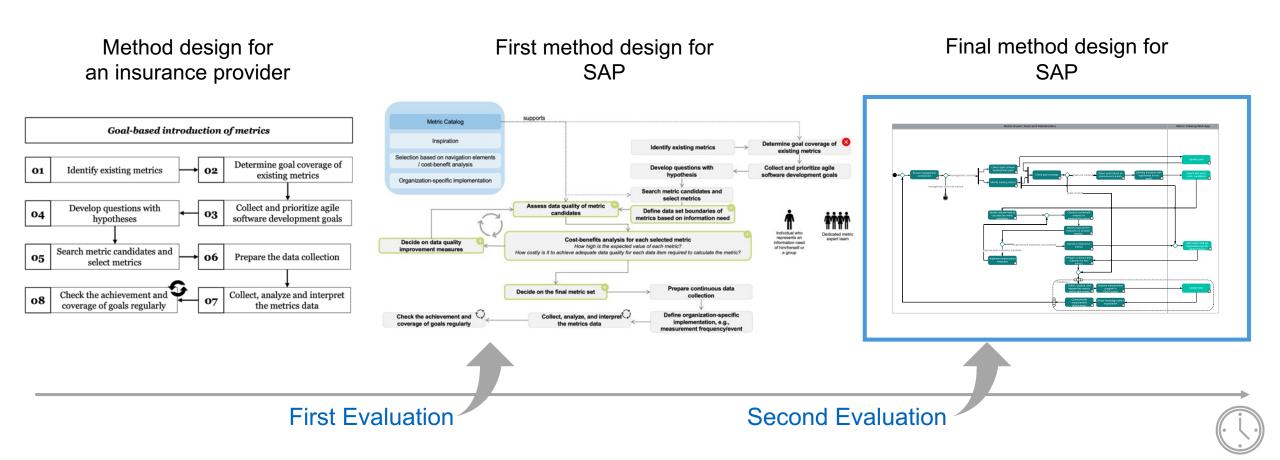


We successfully completed phase 1 and already initiated phases 2 & 3

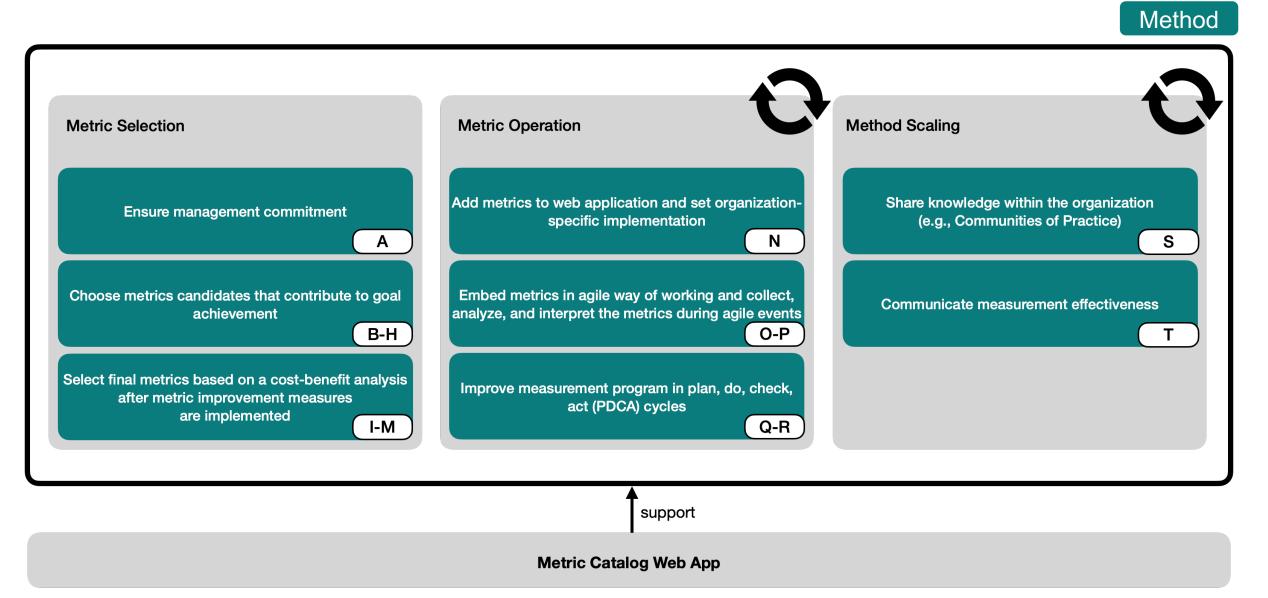
# We used Action Design Research (ADR) as method to co-create solutions fitted to the requirements of SAP



# We used our initial solution designed at an insurance service provider as a basis for our ADR efforts at SAP (1/2)



## We used our initial solution designed at an insurance service provider as a basis for our ADR efforts at SAP (2/2)



пп

We investigated how effort estimation was conducted within a successful large-scaling agile program at an energy provider

## ПП

S/4HANA transformation program with the goal to build one commercial harmonized ERP core as the backbone for operational business "in time & in budget"

12 months from kickoff to first go live 20 scrum teams in charge to deliver functional scope ~ 350 people involved (from there different organizations)

- 1. **Interviews with experts** from the case program to identify how effort estimation is performed and what challenges exist
- 2. Identification of mitigation propositions to counteract the challenges based on the interviews and literature
- 3. **Evaluation interviews & survey replies** by the experts to evaluate the criticality of the challenges and the effectiveness of the identified mitigation propositions



**Synergy with metrics topic**: Applying the knowledge gained in the bachelor thesis helps us improve the estimation practices at SAP, consequently leading to better estimates (e.g., estimation metrics)

# We identified 25 effort estimation challenges in interviews with 20 experts from the case program and evaluated them together afterwards

## ТШП

	Challenge	Avg. criticality
C23	Unclear and incomplete specification of the requirements	1,50
C21	Information deficit in the initial estimation of large, complex requirements	1,58
C4	Pressure and control by management	1,58
C20	Adjustment of effort estimates	1,58
C14	Considering dependencies to other teams, workstreams, and systems in the estimation	1,67
C1	Project setting	1,75
C12	Having a correct and common understanding of requirements	1,83
C15	Subjectivity of estimates	1,92
C22	Information deficit regarding new requirements	1,92
C25	Unforeseen changes	2,08
C7	Monitoring of estimations and actual efforts	2,25
C19	Neglection of relevant factors when estimating	2,25
C13	Difficulty to estimate additional overhead (e.g., meetings and explanations)	2,25
C9	Lack of (team) commitment	2,42
C3	Unclear responsibilities	2,42
C11	Efficient communication despite spatial distribution and language barriers	2,50
C2	Time restrictions	2,58
C16	Lack of experts involved in estimates	2,67
C17	Lack of involvement of experts in top-level estimations	2,75
C10	Lack of knowledge about contact partners in the beginning	2,83
C18	Lack of knowledge and experience regarding effort estimation	2,92
C6	Inappropriate tool support	3
C5	Lack of measures to improve estimations	3
C8	Difficulties to estimate in story points units	3,08
C24	Missing knowledge about resources in terms of people involved in the implementation	3,08

1 = very critical, ..., 5 = very uncritical

We identified 21 mitigation propositions to counteract the effort estimation challenges and evaluated them together with experts from the case program



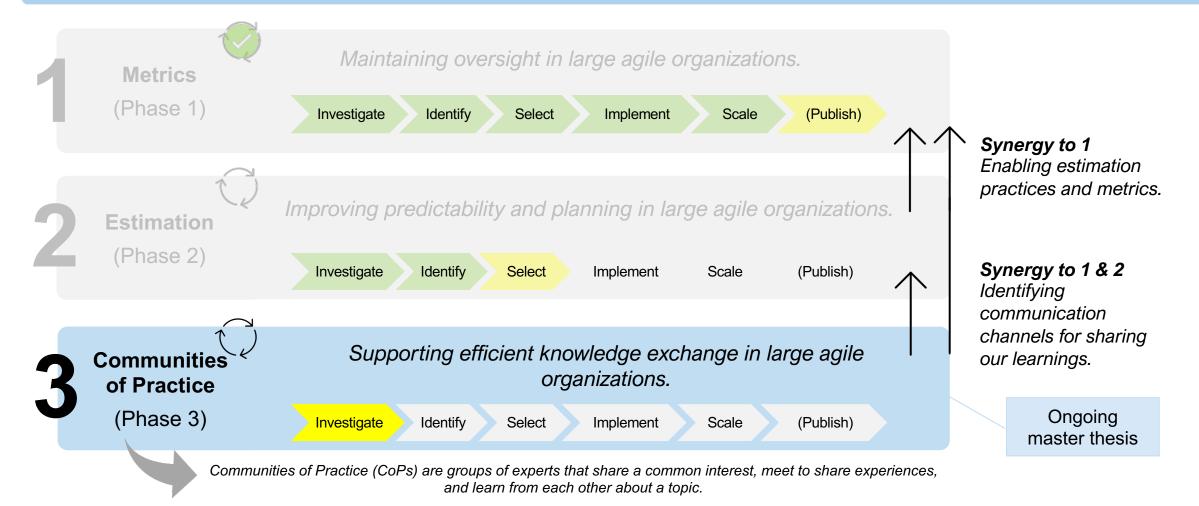
	Mitigation proposition	Avg. estimated effectiveness*
M15	Support and motivation by scrum masters and agile coaches	1,58
M17	Tool/feature to support the estimation process	1,83
M4	Deep dive sessions and workshops to clarify requirements and needed resources	1,92
М7	Guidelines and standard estimates for tasks uniform across all teams	1,92
М3	Cultivation of a dependency list	2,08
M13	Platforms and meetings to identify and discuss dependencies	2,08
M6	Events to recap on learning and document those	2,17
M8	Consider additional effort regarding organizational and process factors during estimation	2,17
M11	Normalization of story points (to person days)	2,17
M12	Plan requirements for an appropriate time frame to improve the accuracy of estimates	2,17
M21	Use agile metrics and store estimates for improvement and future use	2,17
M5	Early and continuous communication between all levels: teams, workstreams, and program management	2,25
М9	Include people with experience in estimating effort and reacting to unforeseen in the estimation process	2,25
M14	Reduce pressure for employees	2,33
M1	Adding a buffer to estimations in case of uncertainty	2,5
M16	Tool support to automate the estimation process	2,5
M10	Measures to convince the team that effort estimation is a group/team activity	2,67
M2	Additional phase before the implementation phase to check requirements in detail (feasibility and quality)	2,92
M18	Tracking of actual efforts	2,92
M19	Use of supporting techniques during the estimation process	2,92
M20	Use T-Shirt size as an estimation unit to avoid difficulties to estimate in story points and trust the team more	3,25

1 = highly effective, ..., 5 = not highly effective



### Outlook: Communities of Practice (CoP)

#### **Scaling Agile Topics**



## ТШТ

#### Outlook



#### Scale the metric approach further at SAP

- Identify more team/stakeholders
- Introduce estimation metrics



#### Decide on the topic(s) for the next phases together with stakeholders from SAP

- Identify and talk to stakeholders
- Potential topics: Estimation, CoPs
- Define work items together with stakeholders



#### Publication in progress

- Title: "A Method to Support the Selection and Operation of Metrics in Large-Scale Agile Software Development"
- Year: 2023

## **TL** sebis

#### Prof. Florian Matthes, Pascal Philipp, Franziska Tobisch

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## CreateData4AI

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Stephen Meisenbacher, Tim Schopf

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## **Unstructured Data**

What is it?

<u>Simply</u>: Data that cannot be stored in a traditional row-by-column database

#### **Examples:**

Text files, emails, web pages, social media, transcripts, presentations, etc.

Scale:

Roughly 80-90% of enterprise data is unstructured! [1]

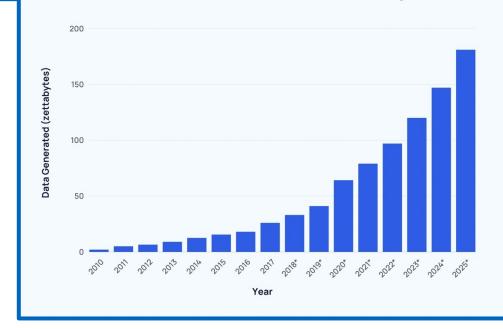
#### Volume:

The volume of unstructured data is growing at a rate of 62% per year [2]

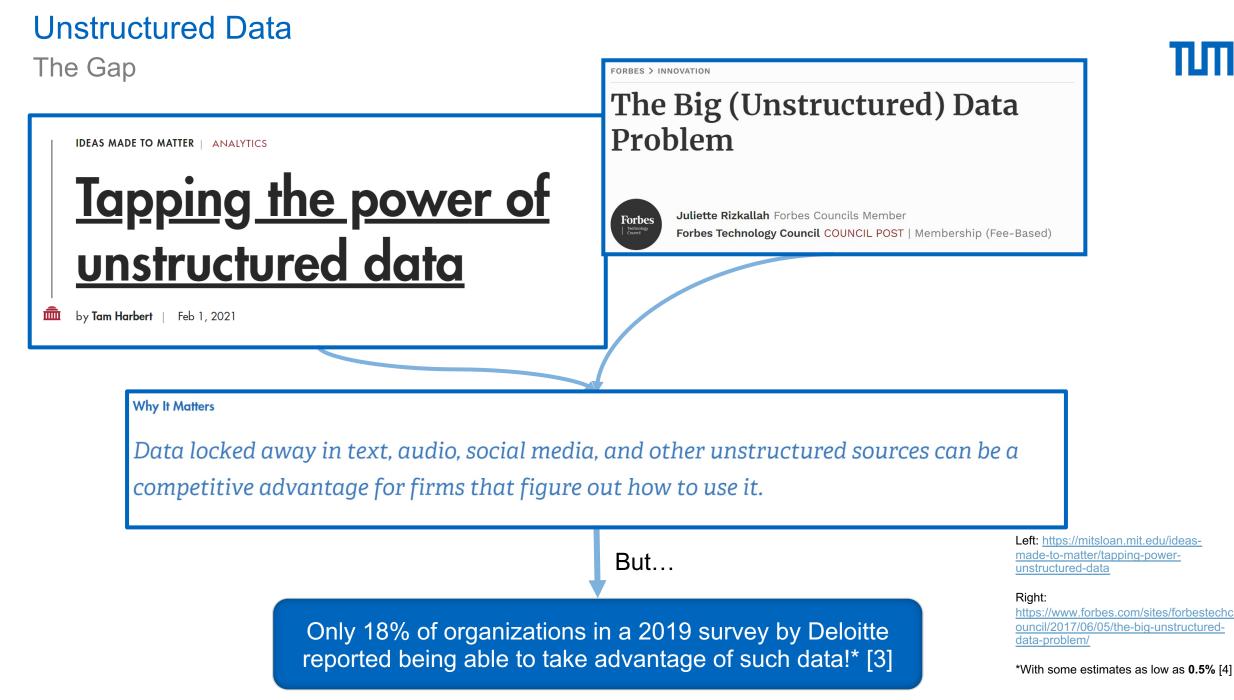
Bottom: https://explodingtopics.com/blog/data-generated-per-day



#### **Global Data Generated Annually**



Top: https://www.forbes.com/sites/bernardmarr/2019/10/16/what-is-unstructured-data-and-why-is-it-so-important-to-businesses-an-easy-explanation-for-anyone/



#### Some Definitions (1/2)



<u>Keyword</u>: the atomic unit of language carrying meaning, which in this case serves as a base indicator for a piece of text belonging to a specific class



**<u>Class</u>**: also *tag*, refers to an expertdefined classification scheme, in which each class points to a distinct group of meaning



<u>**Context Window:**</u> the relevant window of context surrounding classspecific keywords

	RULES	
I		
Ľ		

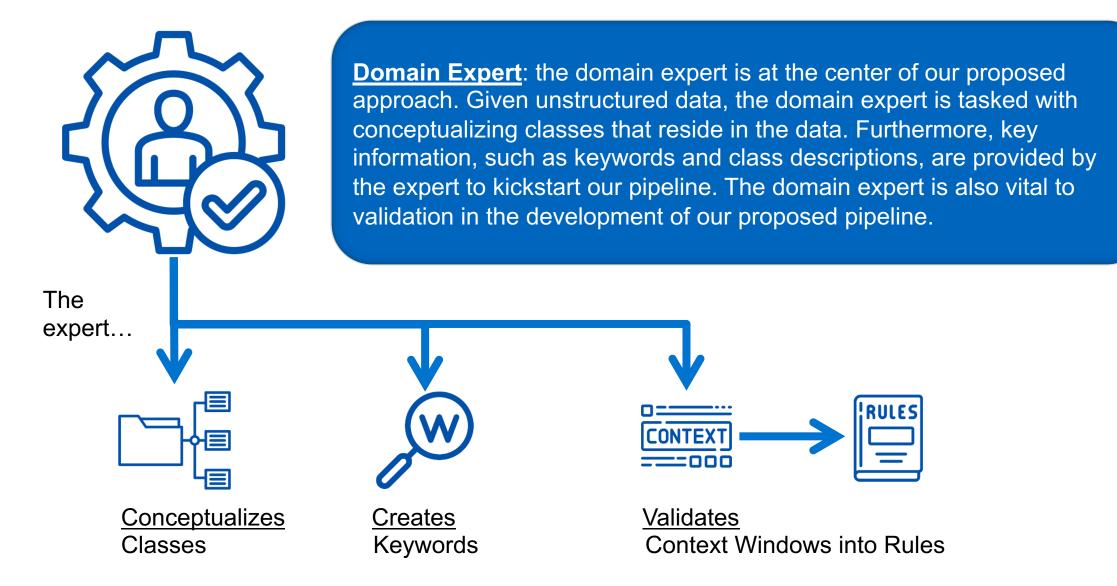
**Context Rule**: a context rule deemed by a domain expert to be representative of a specific class. Each class may have many context rules

Classify texts according to expert defined rules, based upon windows of contexts surrounding keywords

## Some Definitions (2/2)

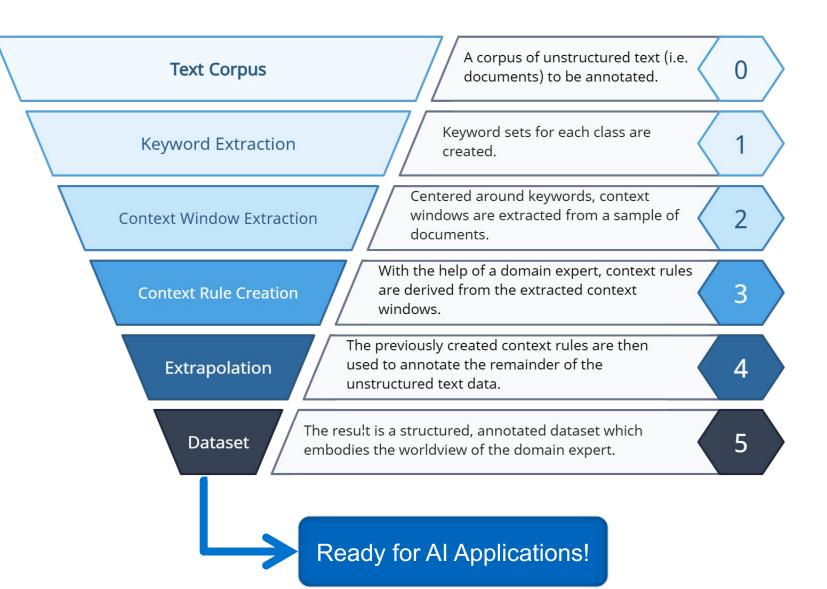
Most important of all...





#### **The Proposed Pipeline**

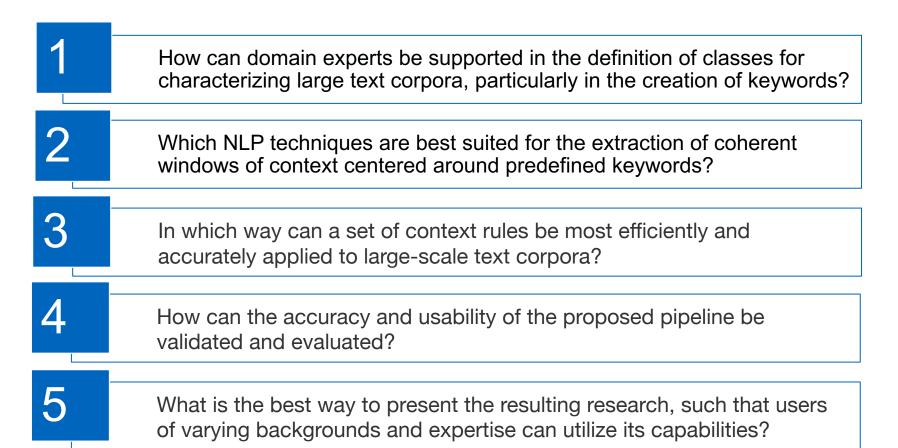
Finding the diamond in the rough

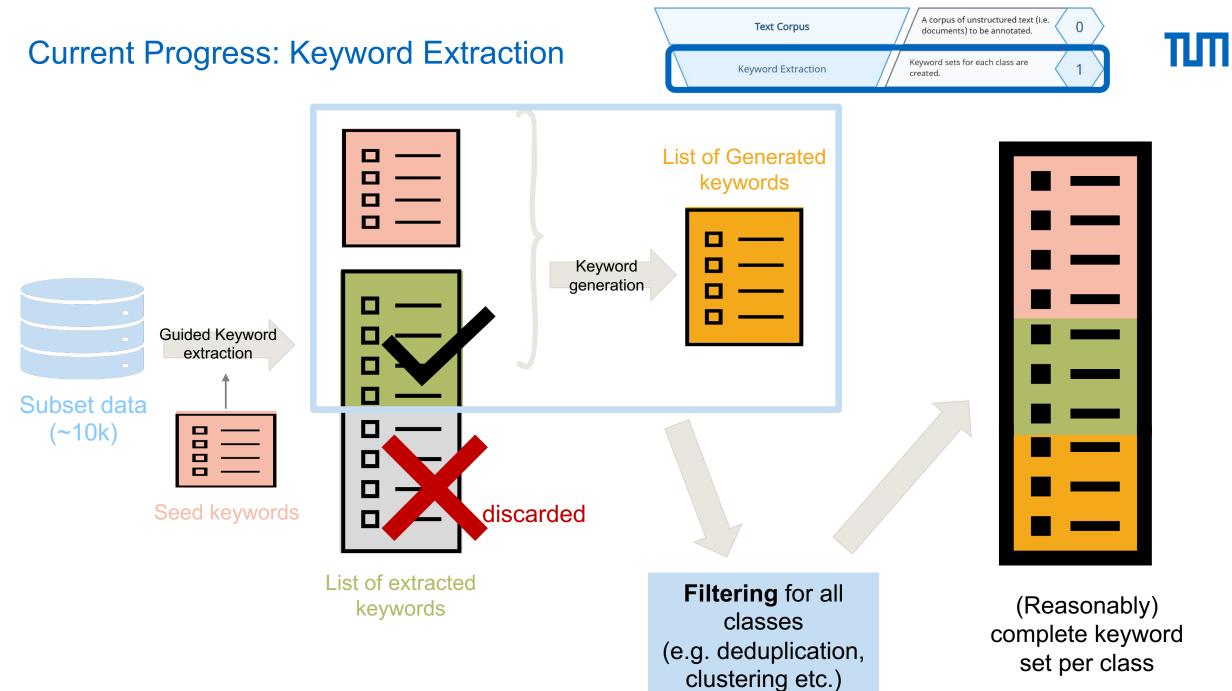


### **Research Questions**

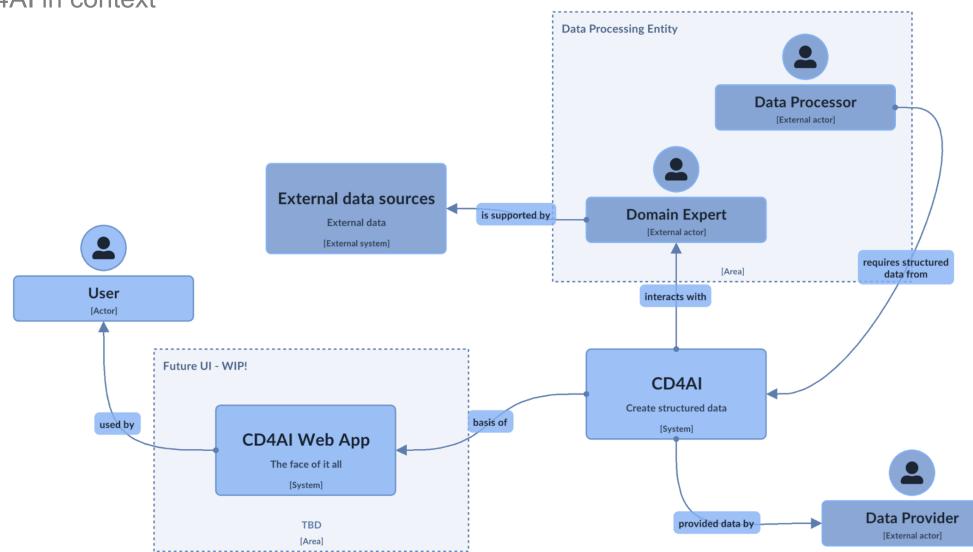
The Goal

In what way can current state-of-the-art Natural Language Processing techniques be augmented to incorporate specific domain knowledge, with the goal of transforming unstructured text to structured datasets?





### Outlook CD4AI in context







## CreateData4AI

## Context Rule Embedding-Assisted Annotation of Textual Data for AI Applications

In cooperation with:





#### M.Sc.

Stephen Meisenbacher stephen.meisenbacher@tum.de

ТUП

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## References

- [1] https://www.gartner.com/en/documents/3989657
- [2] https://www.ciklum.com/blog/big-data-and-the-challenge-of-unstructured-data
- [3] <u>https://www2.deloitte.com/us/en/insights/topics/analytics/insight-driven-organization.html</u>
- [4] <u>https://deep-talk.medium.com/80-of-the-worlds-data-is-unstructured-7278e2ba6b73</u>



# **Engineering Conversational Interfaces for Information Systems**

Anum Afzal, Phillip Schneider, Juraj Vladika

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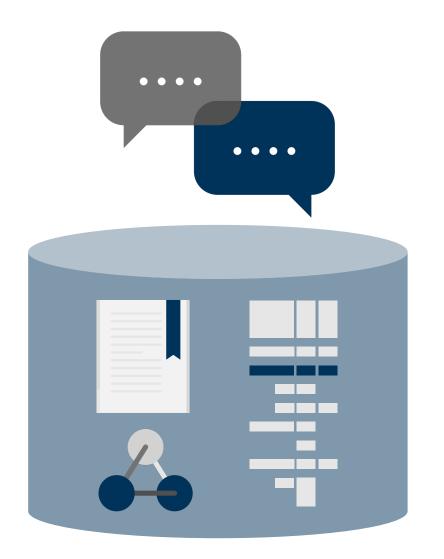
29.06.2023, SEBIS Day

Chair of Software Engineering for Business Information Systems (sebis) Department of Computer Science School of Computation, Information and Technology (CIT) Technical University of Munich (TUM) wwwmatthes.in.tum.de

## Vision: Conversational Interfaces for Accessing Information Systems

→ Advances in natural language processing (NLP) have brought novel ways of accessing information

- Conversational interfaces make information retrieval more intuitive and interactive, bridging the gap between different data structures
- They enable users to ask questions in plain language and get concise responses, eliminating the need to learn complex query languages or data schemas
- Emergent capabilities of large language models (LLMS) offer a range of capabilities from text analyses, summaries, translation, question answering, or explanations



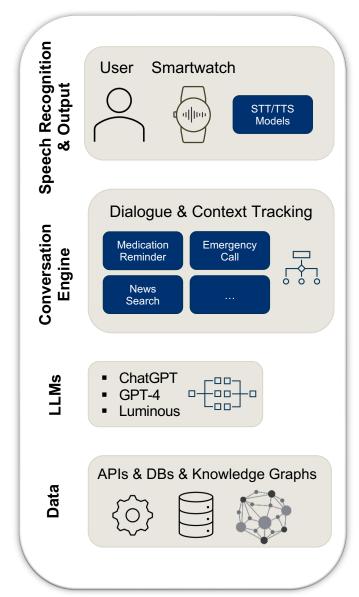
## ALPHA-KI Project: Building Conversational Interfaces for Health Assistance



- Project aim is to develop an intelligent voice-based conversational agent for geriatric care
- Skill set has three core areas:
   (1) health skills
   (2) emergency skills
   (3) informative skills



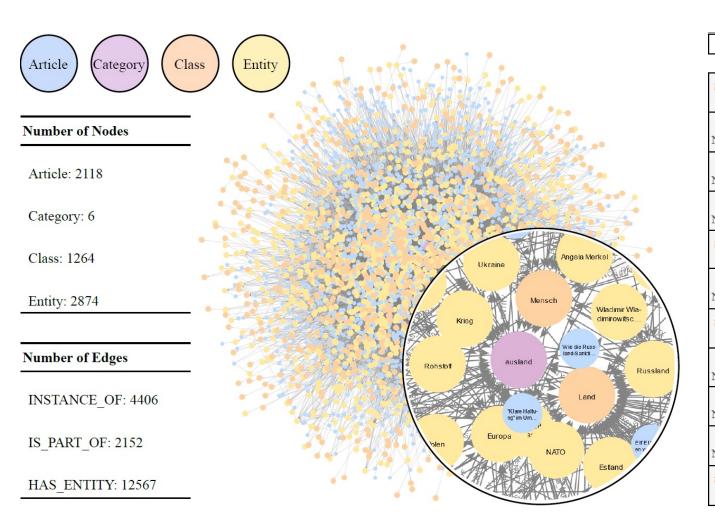
- Main challenge relates to trade-off between dialogue controllability versus flexibility
- Research focuses on grounding conversations in knowledge representations, which is also crucial for the integration of LLMs



## ALPHA-KI Project: Building Conversational Interfaces for Health Assistance



#### Knowledge Graph with News Articles



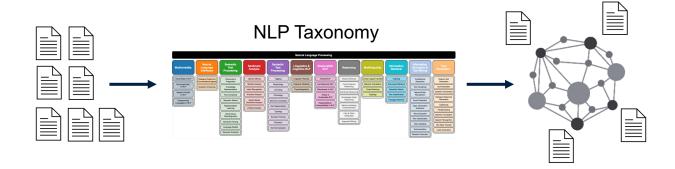
#### Excerpt from Conversation Logs

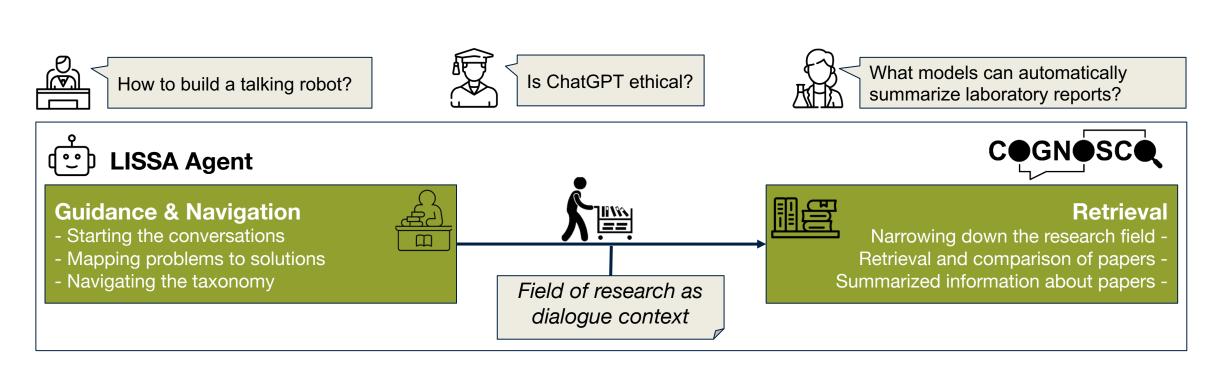
User Utterance (U) and Agent Reponse (A)	Knowledge Graph
U: News about France.	France
A: Here are articles about France. First: Six people killed in	
U: Read the third article.	Six people Council Building
A: Building collapsed in Marseille: In the center of the French	killed in avalanche. approves collapsed in reform. Marseille.
U: Give me more articles.	Supplier
A: Okay! First: More protests in France Second: Supplier for	(More protests in) (for Russian (More than 100 arrests)
U: I want the second article.	France. Plants? in Paris.
A: Supplier for For news about related topics like Ukraine or	$\frown$
U: I want news about Russia.	Ukraine Russia European Union
A: Here are articles about Russia. First: Clear stance in dealing	
U: Now, read the article number three.	Clear stance Imports EU sanctions
A: EU sanctions For news about related topics like Germany	in dealing with China. 01 percent. Wagner Group.
U: Then, about Ukraine.	$\bigcirc$ $\bigcirc$ $\checkmark$
A: Here are articles about Ukraine. First: Horror over	Germany Russia Ukraine
U: Read the article about the Ukranian economy.	
A: Ukrainian economy slumped further: The Russian war	Ukrainian
U: Next article.	(economy slumped)
A: Mined for decades: In Ukraine, an area twice the size of	Horror over Mined for decades.
U: Again, next.	beheading video.
A: Horror over For news about related topics like Putin	$\mathbf{\check{\mathbf{A}}}$
U: Okay, news about Putin.	Vladimir Russia Ukraine
A: Here are articles about Vladimir Putin. First: Putin's nuclear	Putin
	<ul> <li>U: News about France.</li> <li>A: Here are articles about France. First: Six people killed in</li> <li>U: Read the third article.</li> <li>A: Building collapsed in Marseille: In the center of the French</li> <li>U: Give me more articles.</li> <li>A: Okay! First: More protests in France Second: Supplier for</li> <li>U: I want the second article.</li> <li>A: Supplier for For news about related topics like Ukraine or</li> <li>U: I want news about Russia.</li> <li>A: Here are articles about Russia. First: Clear stance in dealing</li> <li>U: Now, read the article number three.</li> <li>A: EU sanctions For news about related topics like Germany</li> <li>U: Then, about Ukraine.</li> <li>A: Here are articles about the Ukranian economy.</li> <li>A: Ukrainian economy slumped further: The Russian war</li> <li>U: Next article.</li> <li>A: Mined for decades: In Ukraine, an area twice the size of</li> <li>U: Again, next.</li> <li>A: Horror over For news about related topics like Putin</li> <li>U: Okay, news about Putin.</li> </ul>

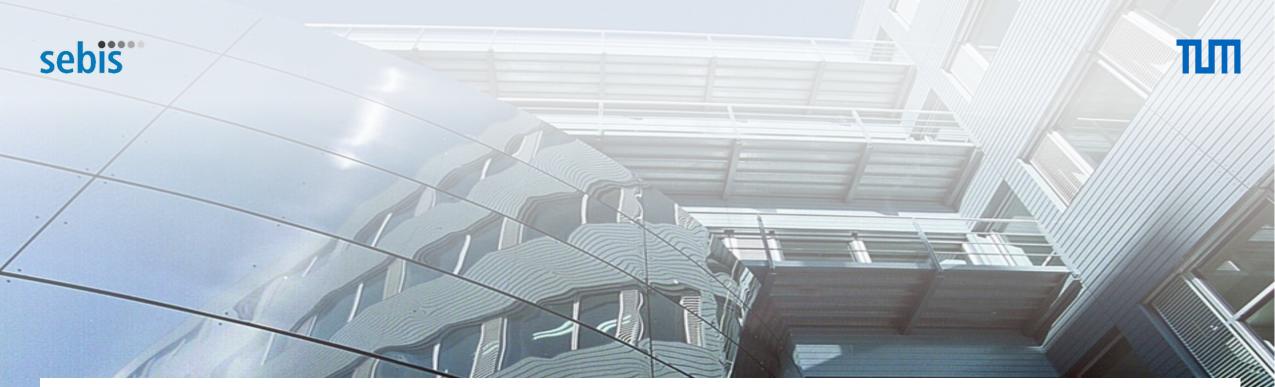
## COGNOSCO: Conversational Graph-Based Navigation of Scientific Content

ТП

- How to develop conversational interfaces for exploratory search in the scholarly domain?
- Enable search-based dialogues with agent that has access to knowledge graph, including a taxonomy of more than 80 NLP subfields







## A Generative Question Answering Approach for a Human Resource FAQ chatbot.

Anum Afzal 29.06.2023

Chair of Software Engineering for Business Information Systems (sebis) Department of Computer Science School of Computation, Information and Technology (CIT) Technical University of Munich (TUM) wwwmatthes.in.tum.de

# Motivation and Relevance

Vision: Boost productivity for every user in the intelligent enterprise



# **Motivation and Relevance**

Application: HR Support Chatbot

- Currently > 330.000 HR tickets per year
- Target is to cover ~30% of the ticket volume via bot functionality

#### **14 Business Days**

Saved of ticket processing time for HR support agents

#### **1540 Business Days**

Saved of waiting time for ticket requestors

- Uses simplistic Natural Language Processing techniques.
  - Current system is already **60% accurate**.
  - why stop here?

# **Project Overview**

Contributions & Limitations of the current system.

• Additional data sources such as **chatbot logs**. How to use them?



- User Utterance: I am trying to log into Benefitfocus for the first time, but it is not granting me access
   → Mapped Question from FAQ: How can I access the BenefitFocus tool?
- User Utterance: How do I enter a progression for an employee?
   → Mapped Question from FAQ : How do I submit salary changes for my employee?
   → Correct Question: How do I promote an employee in the tool?
- Semi-Supervised Learning to include chatbot logs
- Natural Language Generation to cover edge cases and generate chat-like answers

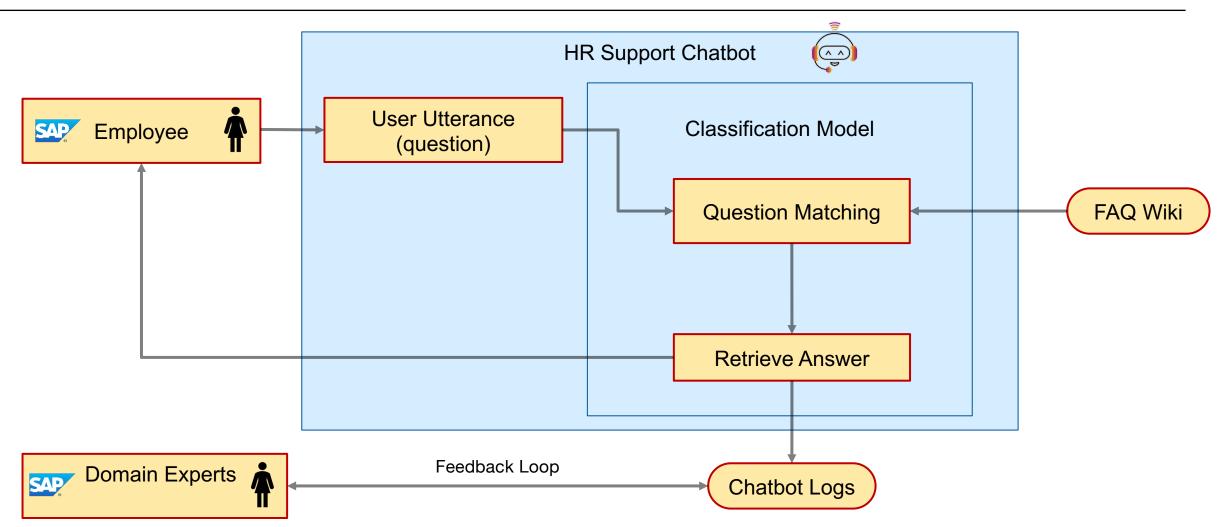






# Project Overview

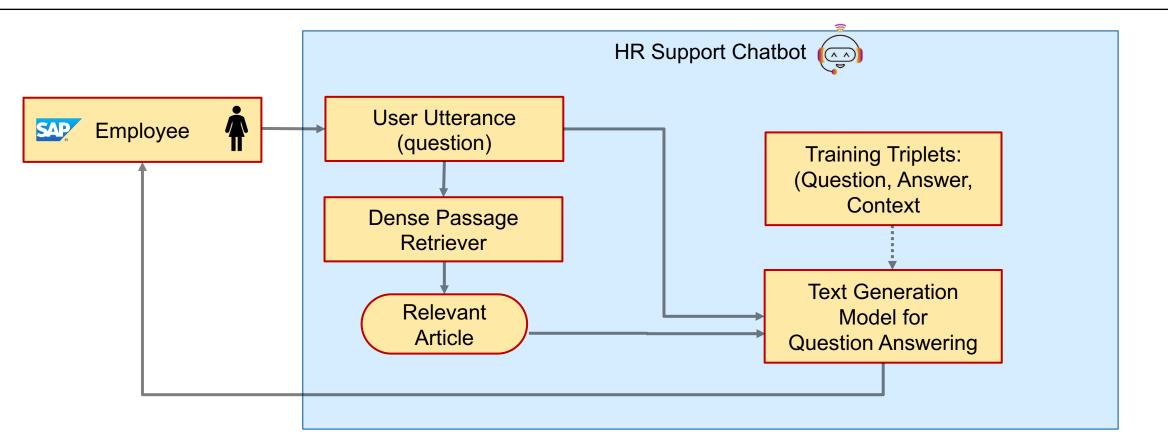
**Previous Solution** 





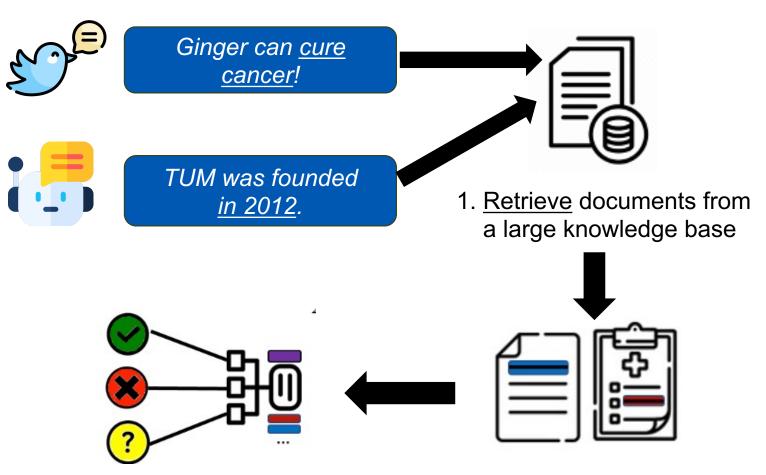
# **Project Overview**

**Proposed Solution** 



## NLP Methods for Automated Fact-Checking and Factual Generation

- Fact-checking is the task of assessing the veracity of a claim based on background evidence
- User-written content → online misinformation detection
- Model-generated content → LLMs generate coherent text that can be factually incorrect
- Improved factuality in LLMs:
  - Structured prompts
  - Knowledge-grounding to external sources (knowledge graphs, ontologies, documents...)
  - Factually aware pre-training
  - Generation controlability with parameters like temperature



3. Produce a <u>verdict</u> based on the claim and found evidence

2. <u>Select</u> evidence spans and arguments from text



# Supporting the Informed Adoption of Privacy-Enhancing Technologies in the Process of Data Privacy Compliance

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#### **Privacy-Enhancing Technologies**

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**Privacy-Enhancing Technologies (PETs)** "protect privacy by eliminating or reducing personal data or by preventing unnecessary and/or undesired processing of personal data, all without losing the functionality of the information system"

Homomorphic Encryption Performing computation on encrypted data without the need for decryption Differential Privacy Adding noise to a dataset so that it is impossible to reveal information about any specific individual Secure multiparty computation Spreading data analysis across multiple parties such that no individual party can see the other parties' data

Federated Learning Training models collaboratively on decentralized devices or servers while keeping the private data locally

Zero-knowledge Proofs Proving the knowledge of a value to another user without revealing the value itself





Support the informed adoption of Privacy-Enhancing Technologies in the process of data privacy compliance



#### Data Privacy Concerns

- An ever-increasing amount of personal data is being collected, shared and analyzed
- Governments, researchers, and businesses use sensitive data to facilitate research or create business value
- Managing and sharing sensitive data that contains PII involves ethical, legal, and technical aspects

## **Regulatory Compliance**

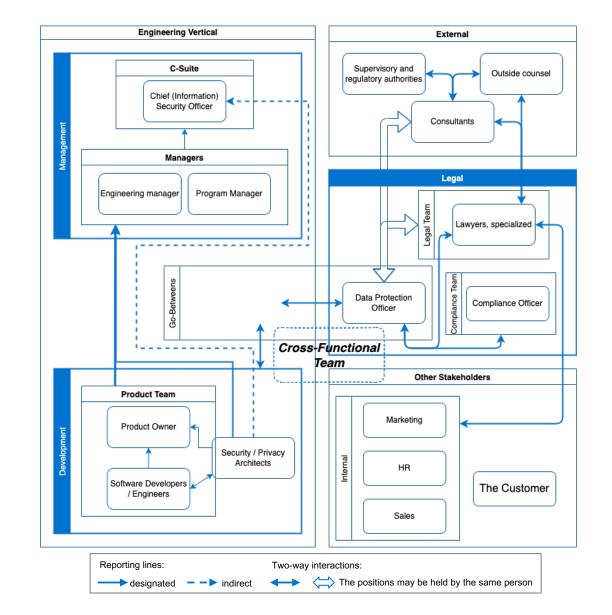
- Organizations are required to handle data in strict compliance with data protection laws such as GDPR
- According to GDPR, "appropriate technical measures" for data protection must be implemented

## 1010 Privacy-Enhancing Technologies

- Privacy-Enhancing Technologies (PETs) have emerged to tackle the technical side of privacy compliance
- Many organizations are still reluctant to use modern PETs
  - Main reasons (among others): complexity, lack of understanding, awareness, and incentive

## The Privacy Compliance Structure

- There is a multitude of roles involved in the privacy compliance process
- Amongst the main categories:
  - Management
    - o CISO, CTO, privacy manager,...
  - Development
    - Software engineers, architects,...
  - Legal
    - Privacy lawyers, compliance officers
  - Go-betweens
    - Data Protection Officer, privacy engineer
- Different roles in the compliance process have distinct responsibilities, interests, and concerns
- The task of increasing the adoption of PETs should take into consideration such diversity



#### Target User Groups for the Research

# ТШП

Management -

"The decision to interpret PETs as appropriate technical measures is one left to upper management".

"Decisions making [regarding compliance] come from a couple levels above", i.e. management. Legal

"There is a different type of language that lawyers speak, than the technicians speak, we are always not 100% sure, do we understand each other?"

*"It's really an interdisciplinary challenge..."* 

How can management's awareness on privacy topics and motivation to adopt PETs be raised?

How can PETs be explained to **ease** legal-technical **interaction**?



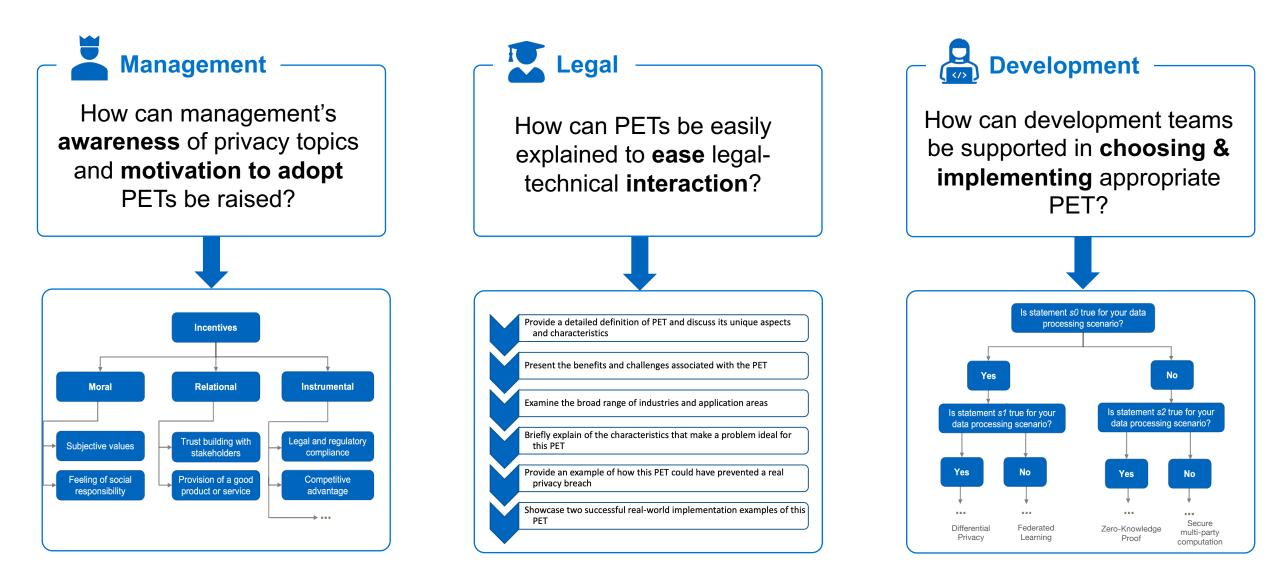
"The technology is very complicated... this is a very important issue that the most of the PETs are very hard to use in practice."

*"All technical measures are worth nothing, if they are not implemented right"* 

How can development teams be supported in **choosing & implementing** appropriate PET?

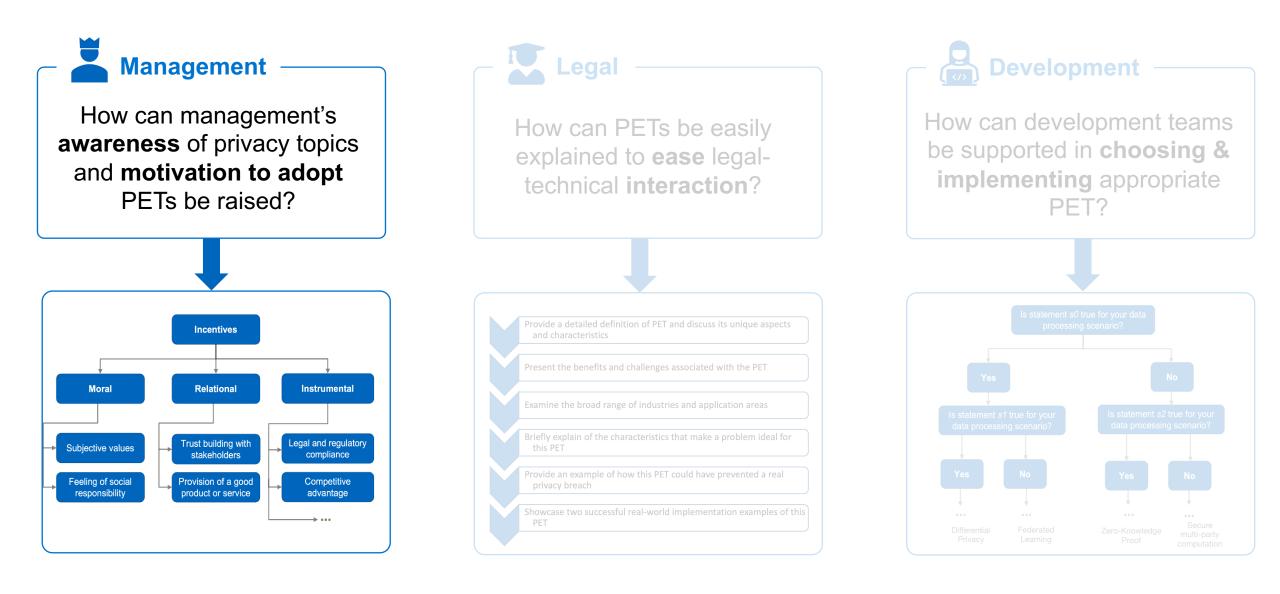
#### Target User Groups for the Research





#### Target User Groups for the Research





## Management Perspective: Adoption of PETs as a CSR Initiative

#### Problem

Implementation of PETs requires a clear organizational incentive to do so

<u>"Obvious" reason:</u> the demonstration of compliance to avoid fines

#### However:

data protection laws and regulations do not explicitly require the use of advanced state-of-the-art technologies such as PETs

⇒ What might motivate managers to surpass the bare minimum and invest in PETs?

#### Approach

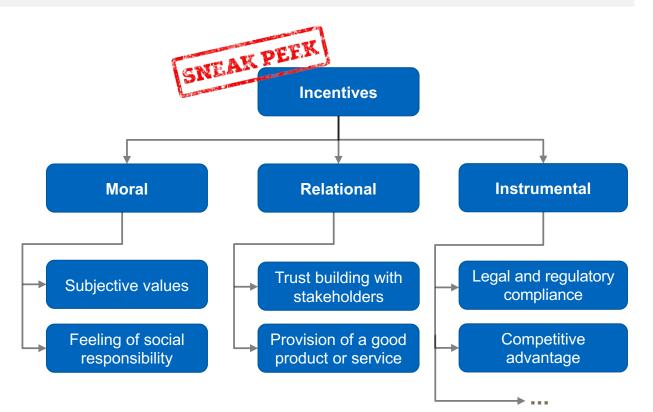
**Corporate Social Responsibility** (CSR): the firm's responses to issues <u>beyond</u> its narrow economic, technical, and legal requirements in order to achieve social benefits in addition to the traditional economic gains that it seeks [5]

- $\Rightarrow$  Privacy can be categorized as CSR initiative
- $\Rightarrow\,$  The adoption of PETs can be categorized as a CSR activity

#### Results

A taxonomy comprising a total of <u>54 incentives</u> to adopt PETs, divided into 3 main categories:

- I. Moral reasons determined by morality-driven values
- 2. Relational reasons driven by the company's concern about stakeholder relationships
- 3. Instrumental reasons driven by corporate self-interest



## Management Perspective: Adoption of PETs as a CSR Initiative

# Agreement at the Category Level Agreement with the Categories

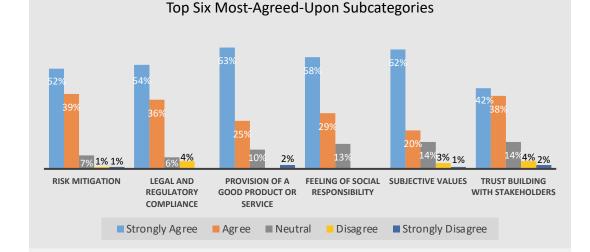
#### Agreement with the

- Moral Category (84%),
- Relational Category (82%),
- Instrumental Category (73%);

#### Despite what one might initially assume:

⇒ At the category level, the decision-makers are more strongly motivated to adopt PETs by the ethical implications of privacy rather than by enhancing key stakeholder relationships or solely serving the company's self-interest

#### Agreement at the Subcategory Level



 Exactly two moral, two relational, and two instrumental subcategories among the top six most-agreed-upon subcategories of incentives

"Merely projecting privacy as an altruistic nice-to-have is a missed opportunity to deliver tangible benefits for your business."

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# **TL** sebis

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# Thank you for your attention!

Time for a poster session & get-together with food and drinks.