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Ladies and Gentlemen, Dear members of the iimt world,

The education sector is in a constant state of change. New educational programmes are offered, new schools and institutions inaugurated and it becomes more and more difficult for potential candidates to find the right educational partner. It was, and will always be, the main goal of the iimt to offer education and research to the highest quality standards.

The iimt offers, for almost 20 years, modular and flexible Executive Programmes. This flexibility allows participants to schedule their work, personal life and study programme efficiently. In 2013 we again focused on the course structure and the teaching methods, and placed the cornerstone for a further modernisation of the Executive Programmes. In this regard, for each existing course module, 4 out of 20 course lessons will be delivered via an e-learning channel as from 2014 on. This mixture of distance learning and face-to-face lessons allows students to be partial geographically independent, while offering students a close collaboration between fellow students, teaching staff and ICT and Utility experts.

In the elapsed year all Executive courses, like the Executive MBA, Executive Diploma, Executive CAS and Specialised Courses, including all examinations, were conducted magnificently. The main success factors of all our Executive Programmes are certainly our lecturers and experts in our course rooms. It was a great honour to welcome outstanding lecturers from national and international academic institutions, and industry experts from the ICT and Utility sector. The iimt is proud to count on its wide network of lecturers.

Besides the successful conduction of the iimt Executive Programmes, the Chair of Management in ICT was active in its different fields of research. Several projects were approached, various projects were led successfully and other projects were concluded as planned. More details about all projects are available in this report. Accordingly, numerous research findings were presented at national and international conferences and several publications followed.

In addition, the chair and its team held its University Master-courses in Energy Systems Management, Strategic Project Management and Innovation & Technology Management. All the courses were fully booked within short time and highly appreciated by the participants. Especially the interactions of the different guest lectures, where renowned companies shared their know-how with the students. This exchange of know-how and experience was invaluable.

All these iimt activities have been realised due to the valuable cooperation with our members and partners of the iimt world. We would like to thank our participants, lecturers and partners for the continuous confidence they have placed in us, and all the staff members for their contribution to the success.

We look forward to another year of fruitful cooperation, new challenges and activities with you.

Many thanks to everyone!

Walter Steinlin
President of the iimt

Prof. Dr. Stephanie Teufel
Director of the iimt
Who we are

international institute of management in technology
The iimt is a leading competence centre for Information and Communication Technology (ICT) and Utility Management, offering executive training programmes and research. Through its highly developed international network of partners, from both industry and the academic world, the iimt constantly improves its competences and takes an excellent and competitive position in the national and global market.

The iimt combines the most recent theoretical management concepts with practical understanding of the international ICT and utility sectors, giving insights into widely different cultures and approaches, and enabling accurate evaluation of conditions in other markets.

Objectives and Commitment
The iimt’s commitment is to prepare participants for high-level management careers in an increasingly global ICT and Utility environment. The iimt Executive Programmes blend the experience and expertise of an innovative teaching team to develop participants’ leadership qualities in both domestic and international business.

Executive Programmes
The iimt offers unique and specialised Executive Programmes in ICT or Utility Management as the Executive MBA, Executive Diploma (DAS), Executive Certificate (CAS), Specialised Courses, and Customised Company Courses.

Chair of Management in ICT
The Chair of Management in Information & Communication Technology (ICT) is part of the Faculty of Economics and Social Sciences at the University of Fribourg. The chair offers university lectures, supports bachelor, master and doctoral theses and conducts research.

Research Fields
The chair’s research team works together with industry partners, so its research is not confined to the classical “ivory tower”. Based on the Fribourg ICT-Management framework, the research team aims to answer challenging questions in the academic research fields of:

- Energy System Management
- Innovation and Technology Management
- Information Security Management
- Project Management

Research Projects & Partners
The chair holds active roles in several national and international organisations. The research conducted by the chair is mainly driven by industrial projects. Hence the chair enjoys invaluable support from several membership organisations, as well as strong cooperations with different Universities in Switzerland and abroad. Within the last years, the chair has accomplished research projects and published its results in international journals and at various conferences.
Participants and Lecturers
In the year 2013, the iimt was pleased to welcome all new students who started their education programme with an Executive CAS, Executive Diploma, Executive MBA or Specialised Courses in ICT or Utility Management.

Participants could benefit from the flexibility of the course structure and combine their study programme, daily work and private life. They had the possibility to chose whether they are doing their studies part-time or full-time.

Again, around 80 lecturers from different countries were part of the iimt Executive Programmes last year. They carried out teaching and additional activities (examinations, supervision of executive projects) to support the iimt’s Executive Programmes. A good balance between theory and practice was realised due to the participation of scientific lecturers and experts from the industry.

Due to the location of the iimt, and course rooms within the same building, the organisation of the course weeks and all the events during the academic year (welcome coffee, award ceremony – leaders launch, year-end aperitif etc.) supported a team spirit and fostered networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network.

Overview of all Course Modules
Courses in several Subject Areas have taken place in the year 2013. Hereafter are some highlights of the course modules.

Organisational Behaviour & HRM
The students feedback of these courses was very positive and students enjoyed the classes. They liked especially the interactive atmosphere.

Business Ethics
In this course module the participants appreciated the discussions about the role of business in society and ethical or unethical decision making.

Process & Excellence Management
The lecturers in these modules were very well received and they presented an innovative storyline of the course content.

Managerial Finance
The three modules were conducted successfully and the lecturers took the opportunity to construct “the House of Finance”, as a mix of lectures, readings, case discussions, and timely real world examples.

National & International Economics
During these two modules, students got insights into the Competition policy and the drivers of Competitiveness. The role of clusters to foster competitiveness was analysed. The students were exited.

“The iimt offers high quality lectures by top speakers and allows the students a maximum of flexibility in their schedule. At the end of each module, I could put new skills into practice right away on a daily basis.”

Alain Schenk, Executive MBA in Utility Management
iimt Executive Programmes

Strategy & Innovation Management
International top speakers combined with keynote speakers from the practical side of the ICT and Utility sector, presented the students the importance of strategy and innovation in an interactive way.

Marketing Management
The evaluation of this course was very positive. A mix of theories and case studies sand a series of marketing relevant frameworks were treated and discussed.

Management Accounting & Control
In 2013 there were a few changes in the Subject Area Management Accounting & Control that related to concept, cases and staff. The courses achieved a good customer satisfaction with the chosen concept and the students were satisfied with these adaptions.

Information & Communication Technology
In the two modules of Information & Communication Technology, the students increased their knowledge about trends in this field, and they discussed advanced and multimodal user interfaces. In this course they got familiar with the IT Networks (Threats and Solutions) as well with IT Security (Threats and Trends). The third module was dedicated to the topic of Corporate Communication where students appreciated the role play.

Utility Technology
Utility experts offered the students an overview about Congestion Management, Market Coupling, Reliability and Investment Optimisation. The environment issues were discussed as well as the current problems within the infrastructures and the whole energy situation.

Information Management & Decision Support
The introduction part was presented via an online-session which was very well received by the students. All other course lessons were presented as usual. For 2014, surely the topic “Big Data” will be updated as the topic was a point of discussion in 2013.

Law in ICT & Utility Management
In this course all participants got familiar with the basics of law. Due to the specialisation of the course programmes, participants were separated for some lessons with the focus on ICT or Energy Law.

Project Management
The cooperation between iimt & PMI again went very well and the students were happy to benefit from this collaboration. Also, during this course, students had the chance to get in touch with specialists from various fields.

“The iimt provided me with the appropriate tools and methods in order to be more efficient in my daily business life. The Executive MBA at the iimt offers a flexible training organised in modules giving the possibility to combine work, study and private life. Moreover, during my studies at the iimt I had the opportunity to encounter people coming from different backgrounds. This experience not only strengthened my network, by building strong relationships, but also gave me business opportunities which participated to my company’s success.”

Gregory Steulet, Executive MBA in ICT Management
Executive MBA, Executive Diploma, Executive CAS Projects

List of all Executive MBA Projects

Berther, Simon (2013):
Abläufe und Störungsmanagement im Kraftwerksbereich

Bugnard, Philippe (2013):
Human Resources Management and Strategic Organizational Impacts of Cloud Computing

Camuso, Stefano (2013):
Information Management in 2018 - Anforderungen an Kunden und Anbieter, dies am Beispiel von EMC Schweiz

Currat, Serge (2013):
Mise en oeuvre de la politique de sécurité applicative lors de l’implémentation de l’ERP SAP

Giger, Christian (2013):
Wie sieht die Entwicklungsmöglichkeit der Entsorgungsunternehmen in der Schweiz aus? Eine Strategieanalyse anhand einer Waste-Company in der Schweiz

Hauser, Yannick (2013):
ICT as a main driver to sustain a new strategy development, analysis of a Security Services company

Kuhn, Stephan (2013):
Recruitment in the Digital Age – How to Build a Sustainable Online Recruiting Platform

Leuthold, Marco (2013):
Mitarbeiter für die Zukunft entwickeln eine Führungsaufgabe – Wie werden Swisscom Führungskräfte zu aktiveren Begleitern der Entwicklung ihrer Mitarbeitenden?

List of all Executive MBA Projects

Räz, Stefan (2013):
Integration von dezentralen Energieerzeugungsanlagen in das Stromnetz der Stadt Zürich

Schenk, Alain (2013):
Coopération entre distributeurs électriques – enjeux actuels et bénéfices

Schneuwly, Daniel (2013):
Absichern gegen ungünstiges Wetter: Fallbeispiel Jungfraubahn Holding AG

Steulet, Gregory (2013):
Orientation and guidelines for IT professionals towards the best Data Center solution

List of Executive CAS Projects

Brunner, Ken Paul (2013):
Optimierung der SBB Angebotsstrategie für Tertiärregelleistung im Markt der Swissgrid Systemdienstleistungen

Riedo, Dominique (2013):
Entre macroéconomie et éthique, regards croisés sur la stratégie énergétique 2050 de la Confédération suisse
Best Papers Award:
Every year, the Best Paper Award aims to reward the best written Executive MBA (or Diploma) project, based on different criteria, according to the: topicality, the academic and scientific aspect, the overall impression, the connection to the domain of ICT or Utility, the interest of the target audience and the global interest of the publication.

The following four students have distinguished themselves in writing their EMBA thesis in 2012 and were candidates for the Best Paper Award prize:

- Michel Chevroulet
- Peter Imfeld
- Adrian Kramer
- Juha Mylläri

The Committee decided unanimously and concordantly which thesis shall win the Best Paper Award 2012.

All projects were evaluated by the committee, which is composed of representatives from the industry and the academic world. The committee consists namely of:

- Prof. Dr. Reiner Wolff (President)
  University of Fribourg
- Mr. Daniel Huber
  Berne University of Applied Sciences
- Dr. Bernhard Kessler
  Revendex
- Mr. Roger Notter
  Swisscom (Schweiz) AG
- Prof. Dr. Stephanie Teufel
  iimt / University of Fribourg

Winner of the Best Paper Award 2012 - Peter Imfeld
Entflechtungsvorgaben der EU - Herausforderungen für schweizerische Energieversorgungsunternehmen
Executive Programmes 2013 - Statistics

Entry survey 2013
An entry survey was filled out by all new students in 2013. This entry survey gives information about the personal and professional data of the new candidates as well as their expectations regarding the courses. The statistic below shows the choice of the iimt programmes in 2013.

The iimt courses were attended by more men than women. In 2013 around three-quarter of the new students were male and 22% female. 44% of the new students were younger than 30, 33% are between 31 and 35 years old and 22% are between 36 and 40 years old. Half of them have a higher education in engineering, 33% in law and 17% named a higher education in other sectors.

At the beginning of their studies, 10% of the participants occupied a position in top management, 10% in middle management and 80% in lower management.

The majority of new students (20%) were working in the field “Information Management and Software Applications” as well as in the field “Production and Services”. 13% were working in the field “Network Management and Support” as well as in the field “Regulatory Affairs”. A smaller part of the students were working in the fields “Marketing and Sales”, “Education and Human Resources”, “Controlling and financial Management” and “Quality Management”.

To the question, “why they began further studies in ICT or Utility Management”, 37% answered that they wanted to enhance their career opportunities. 26% do it to stay up-to-date as well as for personal need and further education. 5% choose to do an Executive MBA programme as a suggestion from the employer and for other reasons.

The most frequently indicated reasons for their choice of the iimt were the flexibility of the course programme, the modular course structure and the strong focus on ICT or Utility Management.
Career Development of the iimt graduates
Since the beginning of their studies at the iimt, half of the iimt graduates changed their professional position.

Out of this subset, 25% got a promotion within the same company, 16.7% changed employer and 25% of the graduates have a job in a new field of work.

The majority of the graduates answered that the iimt Executive Programmes contributed to this change.

Recommendation for the iimt
All graduates were very satisfied with the study programmes at the iimt and would recommend the iimt. 58% of the students recommend the iimt absolutely, without any doubt. 42% recommend the iimt as well, but with some minor reservation as the iimt is specialised in ICT and Utility Management.

All students cherished the flexibility of the course structure, the variety of the Subject Areas, the course content and the international network of lecturers and experts from the academic and business world.

Lots of lecturers and Subject Areas crossed your way during your studies at the iimt, and we hope you enjoyed every minute. We tried to equip you with all the necessary management know-how you need to flourish in your professional position and we are certain that your time at the iimt was a rich experience in terms of personal and professional growth. The iimt staff wishes you a wonderful future and all the best for your further career. We are looking forward to seeing you in the future!

The iimt staff
News from the Marketing Department
The acquisition of new students and the interexchange with existing participants was in the year 2013, in the foreground, in order to get familiar with their individual needs. The personal support of students, as well as the accompaniment on their decision making process to begin a study programme, was an essential component throughout the year.

In order to further increase the visibility of the institute, the iimt participated at external events, organised personal meetings with potential partners and participants, and organised various iimt events.

Partners & Associations
The exchange of know-how and the cooperation with renowned national and international companies is essential for the iimt, and an additional benefit for all the members of the iimt world. Collaboration may be in the field of executive education, research, projects, or events. The iimt is honoured to welcome the following members into its network of partners.

Platinum Partners
Groupe e and Swisscom are long-term Platinum Partners of the iimt and are investing in tomorrow’s leaders. Both are making use of the iimt Executive Programmes for their own employees. Additionally the iimt is collaborating with both partners in the field of research, lectures and events.

Silver Partners
The iimt could further count on last year’s Silver Partner, Brandnew and revendex. Moreover, Horváth & Partners joined the iimt network as a Silver Partner in order to conduct research in the field of renewable energies.

Bronze Partners
The iimt is exchanging knowledge with all its Bronze Partners with the main goal of strengthening the two-way network.

The iimt is very happy to be able to count on the following Bronze Partners:
- asut
- Axpo
- Banque Privée Edmond de Rothschild S.A.
- BOC
- Campana & Schott
- eif – Ecole d’ingénieurs et d’architectes de Fribourg
- efmd
- Electrosuisse
- excelsis Business Technology
- GITI - Groupement des Ingénieurs en TIC
- Hostpoint
- IT-Valley Fribourg
- Münchner Kreis
- PMI Project Management Institute Switzerland Chapter
- Swissgrid

Media Partners
In 2013 the iimt cooperated closely with its Media Partners
- CRM Finder
- Cloud Finder
- ICT Kommunikation
- Security Finder

Donors
Several Donors joined the iimt network and were investing in the general continuing education programme and its quality.
iimt Activities - Marketing & Communication Activities

Event-Highlights

ICT-Networking Party - 22nd January 2013
More than 1300 ICT specialists, politicians, industrialists and researchers met for a get-together in a relaxing and amusing atmosphere.

asut Seminar - 20th June 2013
Approximately 500 ICT specialists, experts and interested persons participated at the asut seminar with the topic "ICT Power House Schweiz". The iimt had the opportunity to present its activities in the foyer of the Kursaal in Berne.

iimt & iimt Alumni Masterclasses
The iimt organised, together with the iimt Alumni Network, four different iimt Masterclasses and was pleased to welcome top speakers who shared their know-how in the following topics:
- 31.01.2013 - Relationships with Brands
- 05.06.2013 - Winning Together
- 07.11.2013 - Software Defined Network (SDN)

Social Event
The Social & Fun Event 2013 took place on Saturday, 21st of September under sunny skies. Around 50 members of the iimt world participated in this marvellous event. With the topic "Typical Swiss", the participants spent the day in the beautiful region of Schwarzsee (FR). After refreshment, a fondue and some discussion, all participants had to complete the "Typical Swiss Adventure Trail" with activities such as "Swiss taste", "How well do you know Switzerland" and "William Tell."

Information Sessions
To acquire students for the iimt Executive Programmes, and to get in contact with potential partners, the iimt organised six information sessions in Fribourg.

Keynote speeches & Conferences
Research findings or iimt activities, and especially the iimt Executive Programmes, were presented at the following conferences and events:
- Horváth & Partners Event, 28.02.2013, Zurich
- Info Society Days, 05.03.2013, Berne
- BPW Conference, 11.04.2013, Rolle
- ICCEE Conference, 12.-13.10.2013, Paris
- Campana & Schott, Lunch Vortrag, 14.11.2013, Fribourg
- SKIMA Conference, 17.-19.12.2013, Chiang Mai
- EECS Conference, 20.-22.12.2013, Hong Kong

External Events
Furthermore the iimt participated at the following external events:
- Swissnet Event, 21.03.2013, Lausanne
- Carriers Lunch, 12.04.2013, Zurich
- asut General Assembly, 26.04.2013, Berne
- Alpiq eMobility Event, 15.05.2013, Aarau
- asut member Apéro, 22.05.2013, Berne
- Electrosuisse General Assembly, 23.05.2012, Baden
- SI Jubiläumsevent, 25.06.2013, Fribourg
- Carriers Lunch, 11.07.2013, Berne
- Carriers Lunch, 12.09.2013, Berne
- Carriers Lunch, 03.10.2013, Berne
- Carriers Lunch, 07.11.2013, Berne
- Cambridge Breakthrough Session, 12.11.2013, Zurich
- asut Kolloquium, 27.11.2013, Berne
- Electrosuisse Conference, 04.12.2013, Zurich
This year’s Leaders Launch - Talk & Dine Event took place on the 28th November 2013. This event combines the graduation of our institute and a fascinating panel discussion.

About 80 people took part in this event and gathered at the Gutenberg Museum. This was an occasion to bring together Graduates, their family, academics and leaders from the industry. 16 students graduated that day: 11 received the award EMBA in ICT Management, 3 EMBA in Utility Management and 2 CAS in Utility Management. In addition, the ceremony also presented 2 Awards: the “Best Paper” Award, and the “Best Management Summary” Award.

The programme started at 2:00 p.m. with the official graduation. The Graduates had completed their educational programme during employment; they gained the analytical, functional and interpersonal skills necessary for success in an increasingly complex and dynamic, global business and management environment. After a short break, the ceremony continued with an exciting panel discussion around the topic “Made in Switzerland - Between innovation & tradition” with top speakers from Swiss industries.

The iimt was pleased to welcome Roberto Maugeri-de Graaff (Head of Key Account Management, Alpiq In-Tech Management AG), Dominique Mégret (Head of Swisscom Ventures, Swisscom Schweiz AG), Jean-Luc Mossier (Director, Economic Promotion Freiburg), Thomas Steiner (Director FRIBOURG REGION) and Walter Steinlin (Chairman, Commission for Technology and innovation CTI); Thomas Mauch (Publishing Director, Blogwerk SA) hosted the discussion.
iimt Activities - Marketing & Communication Activities

Media Presence
In 2013, our Media Presence included Press Releases, the iimt Newsletter, Advertisements, Portraits & Editorial Articles, the iimt Website and Social Media platforms.

Press Releases
The iimt sends press releases to the Swiss press on the occasion of new partnerships or special events. In 2013, two press releases in German and French with the following topics have been published in Swiss Media:

- Partnership between Horváth & Partners and the iimt
- “Talk & Dine” Leaders Launch

Portraits and Editorial Articles
The iimt also took the opportunity to present the institute in several publications. Alongside the institute, the ICT and Utility domain were presented throughout the year. The publications appeared in the French and German speaking part of Switzerland. The portraits, interviews and articles were published in the following newspapers, magazines and on online portals:

- asut Bulletin
- Electrosuisse/VSE Bulletin
- Energie-Revue
- Gisi Consult
- Haustech Magazin
- ICT Kommunikation
- Karrierejahrbuch
- ses news saes – Unifr
- Unireflets
- University annual report

iimt Newsletter eSignal
During the last year, the iimt Newsletter “eSignal” was sent four times to students, lecturers, partners and other interested persons, which represents approximately 4300 persons. The newsletter contains the topics: News, Next courses, Staff, Events, Partner, Executive Programmes, Chair and Shortcuts.

Advertisements
Throughout the year, the iimt placed advertisements in different Swiss magazines, newspapers and newsletters. They contained several pieces of information about the Executive Programmes, the iimt and the Information Sessions. The following newspapers, magazines and newsletter were reached:

- asut newsletter & Bulletin
- Business & Lifestyle
- Electrosuisse/VSE Bulletin
- Energie-Revue
- Energie-Rundschau
- GITI
- Green Business
- Handelszeitung
- ICT Kommunikation
- ISSS
- kölnmedia
- Market
- Plusmedia
- Swiss Engineering
- Swiss IT Magazine

Social Media platforms
The iimt has a Xing, LinkedIn and Facebook company account. On those interactive platforms, the iimt informs its followers about the next Events and important communications. An Alumni Xing group is also accessible; all iimt former students can be connected together.
Chair of Management in ICT

Teaching Activities

Strategic Project Management
Master of Arts in Management & Information Management, Spring Semester 2013

“Strategic Project Management” is a Master course based on the methods of PMI. The course aims at providing the students with all the necessary theoretical and practical aspects needed to handle any project’s unique combination of people, processes and communication. It is taught in German but with written documentation that is entirely in English.

Following the PMBOK Guide, the ten knowledge areas which encompass integration management, scope management, time, cost and quality management, as well as, human resource and communication management, and finally, risk and procurement management, were covered. The theoretical part was lectured by Prof. Dr. Stephanie Teufel, Mario Gstrein, and Alexander Rossudowski. Since the course tried to avoid the ivory tower by integrating industry in the course as well, several project managers from a wide range of firms animated the lectures with their presentations. Sean Reid, an iimt alumni, Dr. Bernhard Kessler (revendex), Dr. Wolfgang Straub (Deutsch Wyss & Partner), Adrian Adam and Christian Schmid (Campana & Schott) as well as James Greene (D-ploy) lectured for the course.

The overall feedback of the course was again thoroughly positive. This can not only be seen by looking at the high number of participants (35), but also that the number of female participants increased noticeably.

Energy Sector Management
Master of Arts in Management & Information Management, Spring Semester 2013

“Energy Sector Management” is a Master course which aims to build up the students’ competencies in planning and controlling of enterprises acting in the energy sector. Due to liberalisation, a rethinking has to take place also on the management level. Keywords for the course: market-orientated competition in infrastructure networks, security of electricity supply as a constraint, technological change by the invention of smart grids.

Highlights of the course were the presentations of Matthias Rauh from Horváth & Partners, Raphael Zweifel, and the wide variety of presentations of the students.

The overall feedback of the course was thoroughly positive. The number of participants increased and the variety and quality of presentations and written papers was very high.

Innovation & Technology Management
Master of Arts in Management & Information Management, Autumn Semester 2013

The rapid change of technologies and the high economic/financial pressure precipitate to new challenges for management in the information and communication sector (ICT). This master course focuses on the management of these challenges by providing insights in innovation and technology. The learning objectives are:

- clarifying the terms and the effects within the economy (especially ICT) on a micro and macro level,
- understanding the methods used to deal with innovation and technology management, and
- applying the innovation process according to real scenarios.

Doing so, the course uses numerous case studies (e.g. Microsoft, IBM, Apple, Philips Lightning, Hybrid Honda, and Boeing Dreamliner) and the active involvement of students through discussions and simulations. Eventually, the students are provided tools and methods to overcome these management challenges which they applied in a short self-elaborated innovation idea/paper. Furthermore, the goal was to improve presentation techniques, ability to work in teams and the skill of interdisciplinary work.

This newly offered master course enjoyed great popularity from the beginning which was expressed by a high number of participants.
Bachelor & Master & Executive MBA Theses
In 2013, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

Master Theses
Development of an Expert System to integrate web2.0 Technology into the Swiss E-Government Process

Hamidi, T. (2013):
Swiss Diagnosis Related Groups - A view to the effects on the organization of Swiss hospitals

Entwicklung eines Mobile Payment Systems mit integrierten CRM-Massnahmen

Voss, E. (2013):
Operational Effects of e-Collaboration in Swiss MNCs

Bachelor Theses
Gaschen, Y. (2013):
Mobile Arbeit als Massnahme gegen Verkehrsspitzen: Eine Literaturrecherche

Stanossek, S. (2013):
Case Study: Recycling & Abfallmanagement

Executive MBA Theses
Kuhn, S. (2013):
Recruitment in the Digital Age - How to Build a Sustainable Online Recruiting Platform

Camuso, S., Vitali, M. (2013):
Information Management 2018 - Anforderungen an Kunden und Anbieter, dies am Beispiel von EMC-Schweiz

Hauser, Y. (2013):
ICT as a main driver to sustain a new strategy development, analysis of a Security Services company

Executive CAS Theses
Brunner, K. P. (2013):
Optimierung der SBB Angebotsstrategie für Tertiärregel- leistung im Markt der Swissgrid Systemdienstleistungen

Riedo, D. (2013):
Entre macroéconomie éthique, regards croisés sur la stratégie énergétique 2050 de la Confédération suisse

Seminars for Graduates and Ph.D. Students
Parallel to the lectures at the University, a series of in-house seminars for Ph.D. students were organised in regular interval by Prof. Dr. Teufel in the year 2013. Participants were recruited from the internal and external assistants as well as from connected institutions and organisations to present their research activities.
Chair of Management in ICT

Research Activities
The research team aims to answer academically challenging questions in its fields of research. At the same time, it focuses on bridging the gap between theory and practice.

The Chair’s research cover the following areas:
• Innovation and Technology Management
• Energy Systems Management
• Project Management
• Management of Information Security

The specific research projects are carried out by all the research assistants and external doctorates under the direction of Prof. Dr. Stephanie Teufel. The projects can be described as follows.

The TREASON (The Rebound Effect of Social Networks) project focuses on the challenges that Social Networks impart on an organisation, specifically looking at what risks and how these risks impact an organisation. User-generated or organisation-generated events, on such a public medium, can have a tangible and intangible rebound effect (both positive and negative); the result of which can mean the organisation is exposed to additional unforeseen and unexpected risks. Such incidents can have a short-term and long-term impact on the operations and/or brand of the organisation. The aim of the research is threefold: Firstly, to determine the Social Networking risks that each industry sector considers most significant; to help organisations understand which issues are important to address (in a specific industry). Secondly, the factors that risk assessment methodologies should take into consideration regarding Social Networks, which influences the risk and impact on an organisation. Finally, to provide a method to determine and track the long-term impact of an incident, so that an organisation can assign scarce resources promptly and effectively. Ultimately, this will allow an organisation to manage the risk and impact of Social Networks more efficiently and effectively.

The SCART (Social Media Culture Assessment & Reporting Tool) project addresses the significant research field of IT-security in social media environments with particular emphasis on the human dimension. The establishment of a social media security culture and its assessment within an organisation is a major topic. This is a management process, represented by:
   i) cyclic assessment and benchmarking;
   ii) reporting – acceptance and employment of the social media guidelines;
   iii) decision support and recommendations for action. A software tool to support this management process will be developed. The project is granted by Hasler Stiftung.

The ePark Project researches in the field of electro mobility. Electric vehicles are now available on the market and are more and more considered as the main alternative for sustainable individual mobility. To take full advantage of electric vehicles, the end-users will need enabling technologies to facilitate the accessibility to charging stations at a national level and to ease the planning of their trips. ePark will offer interoperable services for the different charging systems available in Switzerland including unified identification of users, billing, trip planning, location of charging stations, etc. A low cost station will also be developed, targeting the market of collective parkings. ePark is conducted with the following partners: Groupe E SA, iimt – Universität Freiburg, Innovationsförderung des Kantons Freiburg, Kantonalbank Freiburg, Softcom Technologies AG, Swisscom (Schweiz) AG, Touring Club Schweiz, Fachhochschule Westschweiz, HES-SO.
Chair of Management in ICT

Research Activities

Global Study Swisscom - Effective international cooperation is a key factor for sustainable value creation in this globalized world. Especially for Swiss multinationals, modern communication and collaboration solutions are the crucial sticking point in dynamic and competitive markets. The objective of this study is to identify the risks and opportunities that lie in these rather new applications.

The project SWING (SWiss INnovation potential @ eGovern-ment), which is carried out in close cooperation with IBM Switzerland, develops concrete concepts for the implementation of Web 2.0 technologies into the interaction and communication process of public administrations and citizens. At the beginning of the project, nationally and internationally recognized studies were used to analyse the status quo of the Swiss E-Government process. In further project progress, the 4-LIFE-Model has been developed. This model is using an expert system to provide clear recommendations on the use of specific Web2.0 tools to satisfy the needs of citizens and administrations.

The smart grid initiative is a precious instrument to support ambitious goals of emission reduction, energy efficiency and stable energy distribution. Inherently, it replaces concepts and perceptions of energy and puts the product “energy” on the backseat. Services will become the decisive factor to achieve these goals, but more importantly to stay competitive in the market. Innovation and customer orientated attitude are the essential capabilities for a “value added” service. Consequently, the industry will undergo a transition towards a “Smart Value Energy Network” (SVEN). Specifically, established organisations will have to reposition adequately and are facing tremendous challenges to achieve higher network efficiency, and to fight back the emergence of new entrants (e.g. ICT).

Our SVEN research project will answer prompt questions regarding topics around smart grids as an innovation space for services; pricing strategies; adequate business concepts; possible scenarios and their drivers; and the rebound effect.
Chair of Management in ICT

Publications
Annually, the research team publishes its research results in international journals and conferences, whereby the scientific papers are subject to double-blind peer-review processes.

Reviewed Papers
C. Kaiser, S. Teufel:

S. Teufel, J. Dicken:

S. Teufel, K. Stadelmann, R. Neuhaus:

Books & Chapters in Books
M. Kresak, L. Corvington, F. Wiegel, G. Wokurka, S. Teufel et al.:

Research & Project Reports
S. Teufel:

D. Feichtner, T. Friedl, S. Teufel:
SWING Abschlussbericht Phase III, iimt, Universität Fribourg, 2013.

Presentations & Articles
S. Teufel:

D. Feichtner, S. Teufel:
Zusammenarbeit ohne Grenzen. ICTkommunikation, Nr. 6, 2013.

Invited Talks
S. Teufel, D. Feichtner, T. Friedl:
Swiss eGovernment Forum, Bern, 2013

S. Teufel:
Gesprächsforum Horvath & Partner, Zürich, 2013

S. Teufel:
Alumni UZH Business Lunches, Zürich, 2013

S. Teufel:

M. Gstrein:
BPW Lake Geneva Club, Rolle, 2013

A list of publications can be found on www.iimt.ch. Furthermore, dissertations as well as results from scientific surveys and other research projects are regularly published in the iimt University Press.
Membership of Organisations
In 2013 Prof. Dr. Stephanie Teufel was active in the following organisations:

- asut
  President Fachkommission Ausbildung (since 2007)
  Member (since 1999)
- Excelsis Business Technology AG
  Member of the Administrative Council
- ICTnet
  Gründungsmitglied (seit 2001)
- ICT Switzerland
  Member of the Commission “Education” (since 2006)
- KPMG
  Member of the Steering Committee for the certification SCESm071 (since 2007)
- SCNG
  Special Interest Group of PMI Chapter Switzerland
  Member
- Security–Finder Schweiz
  Member of the Advisory Board (since 2011)
- World Summit Award Mobile Content
  Eminent National Expert Switzerland (since 2012)

Further memberships
- GI – Gesellschaft für Informatik
- SI – Schweizerische Informatikgesellschaft
- ISSS – Information Security Society Switzerland
- Münchner Kreis
- SGB - Schmalenebach-Gesellschaft für Betriebswirtschaft
- IFIP – International Federation for Information Processing
- efmd – European Foundation for Management Development
- PMI – Project Management Institute
- Electrosuisse
- IT Valley Fribourg
- SIRA - Swiss Informatics Research Association

Programme Committees, Conferences & Academic Reviews
Prof. Dr. Teufel was also very active as an academic reviewer and member of various programme committees for different national and international academic conferences.

- ICT4S 2013 – International Conference ICT for Sustainability, Zürich, Switzerland.
The iimt University Press is part of the iimt and publishes on the webshop and on the iPad App Dissertations, Executive MBA, Executive Diploma and Executive CAS Papers. Furthermore Institute and Project Reports are available. All documents can be purchased for CHF 20.-.

The iimt University Press also publishes since the end of 2013 its projects on Amazon. These can be read on Kindles or Tablets, Smartphone and Computer through the Kindle App. This allows the iimt to reach even more readers in all parts of the world.

In 2013, seven Executive MBA and one Institute Report were published:

**Executive MBA Papers**
- Bonvin, Fabrice (2013): Le développement des NER comme alternative au nucléaire: risques et opportunités pour Groupe e
  ISBN 978-3-905814-37-8
- Burneo, Manuel (2013): Development of a sustainability strategy for an eGovernment Innovation Center
- Chevroulet, Michel (2013): An agile project management methodology for hardware Design
  ISBN 978-3-905814-33-0
- Mylläri, Juha (2013): Business model for superfast rural NGA in Switzerland
  ISBN 978-3-905814-36-1

**Institute Report**

**Executive MBA Papers**
- Imfeld, Peter (2013): Entflechtungsvorgaben der EU - Herausforderungen für schweizerische Energieversorgungsunternehmen
  ISBN 978-3-905814-32-3
- Kramer, Adrian (2013): Re-Structuring of a franchise system based SME organisation
  ISBN 978-3-905814-34-7
- Louis, Stéphane (2013): The integration of persons with disabilities at Orange Business Services: a comparison of 3 subsidiaries in France, Germany and Switzerland
  ISBN 978-3-905814-35-4
**iimt Advisory Board**

The iimt Advisory Board is a consultative organ of the iimt created by the iimt Institute Council several years ago. The main goal of the iimt Advisory Board is to help to strengthen the iimt’s position as a competence center for ICT & Utility Management.

Members of the iimt Advisory Board are partners, professors, lecturers, opinion leaders and ICT and Utility experts.

The members of the iimt Advisory Board act to promote the interest of the iimt in accordance with the objectives and mission and carry out these responsibilities personally. They will direct contributions to the iimt activities and will represent the iimt as delegates. Furthermore, the objectives are the following:

**Objectives**

The iimt Advisory Board will:

- provide support in the development of the institute,
- promote the institute’s activities and image,
- facilitate the internationalisation of the iimt’s activities,
- strengthen and expand the existing iimt network,
- provide an exchange of know-how.

**Resigned**

**Mr. Walter Frei**  
Beratung in Personalfragen, Chief Executive Officer  
Member since 2006 - Demission in November 2013

**Mr. Peter Grüschow**  
Swissgrid, Member of the Executive Board  
Member since 2006 - Demission in June 2013

**New members**

**Dr. Hans Rudolf Sprenger**  
IBM Switzerland, Leader Public Affairs  
Member since 2013

**Dr. Hans C. Werner**  
Swisscom (Schweiz) AG, Head of Human Resources  
Member since 2013

**Members of the iimt Advisory Board**

**Mr. Walter Steinlin, President**  
Swisscom (Schweiz) AG, Institutional Relations  
KTI, President  
Member since November 2009

**Adrian Bult**  
Executive Board Swissgrid  
Member since 2013

**Dr. Fulvio Caccia**  
Fulvio Caccia Consulenze, Chief Executive Officer  
former asut President  
Member since 2006

**Mr. Clemens G. Jargon**  
Jargon International Consulting, Managing Partner  
Member since 2006

**Dr. Paul Kleiner**  
Haslerstiftung, Chief Executive Officer  
Member since 2009

**Dr. Günter Pfeiffer**  
Former Swisscom (Schweiz) AG, Chief Personnel Officer  
Member since 2006

**Mr. Thomas Rauber**  
TR Invest AG, Chief Executive Officer

**Dr. h.c. Felix Rosenberg**  
Swisscom (Schweiz) AG, Executive Board  
Member since 2006

**Mr. Peter Schöpfer**  
Avaloq, Head Global Account Sales  
Member since 2006

**Mr. Michael Wider**  
Alpiq, Deputy CEO & Head of Energy Switzerland  
Member since 2011
Organisation - iimt Institute Council

Members of the iimt Institute Council

Mr. Walter Steinlin, President
Swisscom (Schweiz) AG, Institutional Relations
KTI, President

Prof. Dr. Philippe Gugler
University of Fribourg
Professor
Department of Economics

Mrs Séverine Marmy
Groupe E SA
Responsible HR Management

Prof. Dr. Dirk Morschett
University of Fribourg
Professor
Departement of Business Administration

Prof. Dr. Reiner Wolff
University of Fribourg
Professor
Department of Economics

New member
Dr. Bernhard Kessler, Vice-President
Revendex Group AG
Member since 2013

iimt Institute Council
The iimt Institute Council is responsible for the strategic orientation of the institute. It approves the annual programme of the direction, and all members have the aim to lead the Institute strategically to success. They will direct contributions to the iimt direction and have, at the same time, the function of the controlling body.

Objectives
The iimt Institute Council:
• approves the annual activities,
• approves the annual accounts,
• concludes partnership agreement with industry partners or partner Universities,
• elects subject area coordinators and other members of iimt commissions.

Resigned
Roger Notter
enkom AG (former Swisscom (Schweiz) AG)
CEO

Dr. Hans Rudolf Sprenger
IBM Schweiz AG
Leader Public Affairs

Mr. Claude-Alain Vannay
Swiss Olympic
Department Head IT Services
Organisation - iimt Scientific Council

**iimt Scientific Council**
The iimt Scientific Council consists of the professors responsible for the different subject areas. Together they are responsible for the content of the courses offered by the iimt.

**Objectives**
The iimt Scientific Council:
- encourages research in the domain of management in technology and utility,
- makes proposals on the programme structure,
- comments on the strategic concept of the programme.

The iimt Scientific Council is under the presidency of
Prof. Dr. Stephanie Teufel
Director of the iimt and Professor at the University of Fribourg

**iimt Subject Areas**
- Strategy & Innovation Management
- Marketing Management
- Organisational Behaviour & HR Management
- Process & Excellence Management
- Business Ethics
- Managerial Finance
- Management Accounting & Control
- Information & Communication Technology
- Utility Technology
- Information Management & Decision Support
- Law in ICT & Utility
- National & International Economics
- Project Management

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Prof. Dr. Kerstin Alfes
Organisational Behaviour & HR Management

Prof. Dr. Göran Andersson
Utility Technology

Prof. Dr. Thomas Friedli
Process & Excellence Management

Prof. Dr. Sascha Götte
Marketing Management

Prof. Dr. Philippe Gugler
National & International Economics

Prof. Dr. Michel Heinzmann
Law in ICT

Prof. Dr. Christoph Kaserer
Managerial Finance

Prof. Dr. Helmut Krcmar
Information Management & Decision Support

Prof. Dr. Alfred Mettler
Managerial Finance

Prof. Dr. Guido Palazzo
Business Ethics

Prof. Dr. Thomas Rautenstrauch
Management Accounting & Control

Prof. Hubert Sauvain
Utility Technology

Prof. Dr. Stephanie Teufel
Info Management & Decision Support, Strategy & Innovation Management, Project Management
The aim of all staff members is to make the stay for each guest at the iimt as comfortable and unforgettable as possible. All staff members welcome feedbacks from students and alumni in order to improve the quality of the Executive Programmes, are happy to assist the lecturers, to give a hand when needed, to answer any questions and to cooperate with industry partners.

Besides, the scientific team conducts research and teaching and are active in the fields of research and the environment of the University of Fribourg. Bachelor and Master students of the University are more than welcome for any questions regarding their study programme.

**Admission Commission**
- **Prof. Dr. Stephanie Teufel**
  Director iimt, University of Fribourg
- **Petra Heumesser**
  Head of Executive Programmes iimt
- **Prof. Dr. Philippe Gugler**
  University of Fribourg
- **Séverine Marmy**
  Groupe E SA
- **Roger Notter**
  enkom AG
  former Swisscom (Schweiz) AG

**Best Paper Award Commission**
- **Daniel Huber**
  University of Applied Sciences Berne
- **Dr. Bernhard Kessler**
  Industry Representative
- **Roger Notter**
  Industry Representative
- **Prof. Dr. Stephanie Teufel**
  University Representative
- **Prof. Dr. Reiner Wolff**
  University Representative
  President of the commission

**Members of the iimt staff**

**Management**
- Prof. Dr. Stephanie Teufel
  Director
- Petra Heumesser
  Head of Executive Programmes
- Kirstin Stadelmann
  Head of Marketing & PR

**Administration**
- Manuela Buchs
  Course Coordinator
- Christoph Iseli (until July)
  Trainee Course Coordinator & Marketing

**Marketing**
- Lisa Lenz
  Marketing & PR Manager

**Research**
- Dominic Feichtner
  Junior Research Assistant
- Mario Gstrein
  Research Assistant
- Simon Perler (since November)
  Research Trainee
- Alexander Maciej Rossudowski
  Research Assistant
- Raphael Zweifel (February - June)
  Research Trainee
Annual Financial Statement
The annual financial statement closes with an income of CHF 811'202.61 and expenditures of CHF 808'544.31, which results in a profit of CHF 2'658.30.

The iimt assets, which are invested safely in bonds and saving accounts, increased the investment with an effective profit of 2'421.60 on 31.12.2013.

The expenditures in 2013 could, due to the financial management, be kept below the amount budgeted for in 2013. On the income side, the revenues from the Executive MBA participant fees in ICT and Utility Management only partially achieved the forecasted level. The partnering revenues were slightly higher than budgeted.

The capital of the iimt amounts to CHF 1'199'097.87 on the 31.12.2013. CHF 1'320'539.18 are assets and CHF 121'441.31 are liabilities.

Auditor’s Report
An external audit of the 2013 Annual Financial Statement was carried out by Mr S. Toffol 1st Treuhand AG (1st trust ltd.).

This audit confirmed that the accounts and Annual Financial Statement meet the requirements of the Swiss law and statutes. The report and correspondence of 1st trust ltd. from the 9th of May 2014 recommend the approval of the Annual Financial Statement.

The iimt Institute Council has approved the annual accounts for 2013 during its meeting on the 17th of June 2014, to be handed over to the Faculty of Economics and Social Sciences, University of Fribourg.
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