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Ladies and Gentlemen, Dear members of the iimt world,

The year 2012 started with our executive courses and top-class speakers. Events like the ICT Networking Party, where the iimt acted as host of a table, or the Stromkongress followed soon afterwards. The first months of 2012 were stamped by networking activities and events in support of the visibility of the iimt and its Executive Programmes. The Chair of Management in ICT in parallel published and presented at national and international conferences and reviews. Also new research projects were approached.

One of the biggest highlights was the successful accreditation of the institute and its Executive Programmes by the Swiss University Conference (SUK) in February. After a long process of evaluation, the commissions accredited the iimt without any restrictions. The commission confirms, unanimously, that the iimt offers educational programmes and research to the highest quality standards.

Further events followed. Like the iimt Masterclass “From Yale to Jail” or “Big Data”, and the visit of a delegation of executive students from the Norwegian University of Science and Technology.

A major interest of the iimt is cooperation with industry partners or other national and international Universities; Cooperations in different research fields or in educational programmes. This exchange of know-how and experience was, and will be, invaluable for the institute itself and all its students.

In 2012 all Executive Programmes, like the Executive MBA, Executive Diploma, Executive CAS and Specialised Courses including all examinations, were conducted with success and the participants were highly satisfied.

Main success factors of all our Executive Programmes are certainly our lecturers and experts in our course rooms.

Professors and lecturers with a strong academic and teaching record are acting at the iimt. A healthy mix of academic and professional staff are chosen in order to provide the participants with a solid base of theoretical knowledge, combined with up-to-date case studies and insights from the ICT and Utility sector. The iimt is proud to count on its wide network of lecturers.

The Chair of Management in ICT was active in different research projects during the year. Projects, like the BizGrid, were concluded successfully and several publications followed. But also the iimt and its Chair was very active at various international conferences.

Additionally, several projects with industry and academic partners in the field of Mobile Business, Information Security Management, Project Management, and Innovation & Technology Management are currently in progress.

All these events, projects and educational programmes have been realised due to the valuable cooperation with our members and partners of the iimt world. We would also like to emphasise that the staff of the iimt contributed greatly to our success in 2012. We would like to thank our participants, lecturers, partners and staff for the continuous confidence they have placed in us.

We look forward to another year of challenges and new activities with all members of the iimt world.

Many thanks to everyone.

Walter Steinlin  
President of the iimt

Prof. Dr. Stephanie Teufel  
Director of the iimt
international institute of management in technology
The iimt is a leading competence centre for Information and Communication Technology (ICT) and Utility (electricity, gas and water) 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 competencies 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 in developing 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, Power Packages 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 chairs’ 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:

- 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.
News from the Executive Programmes

Marketing Management
In 2012 the third module of Marketing Management was restructured. Prof Dr Marc Fetscherin, who already teaches in the subject area “National & International Economics”, took over the module three as the main lecturer. The new topic was appreciated by the students and the course was a great success. For this reason, the iimt will keep the new structure for 2013 as well.

Organisational Behaviour & HRM
As part of the third module of this course a PAPI-I assessment of all course participants (a total of 15) was carried out.

PAPI stands for Personality and Preference Inventory and the letter “I” stands for Ipsative, which is one of the 2 types of PAPI tests. The other test is PAPI-N, where “N” stands for Normative. PAPI-I is an assessment method to define the profile of an individual. During the course, emphasis was laid on the Leadership Profile of the individuals. PAPI-I assessment helps an individual to understand their profile, increases one’s self-awareness with respect to their behaviour and their capabilities. PAPI-I assessment provides guidance for individual development and assists the individuals to identify potential gaps in their Leadership Profile, so that goals can be set towards improvement.

Three weeks prior to the course, each course participant received an invitation from “CUBIKS” to complete a PAPI-I online questionnaire. In this Ipsative assessment (PAPI-I), there were 90 questions in total and each question had a choice of 2 answers. It was a forced choice questionnaire where one must choose one out of 2 statements, in order to proceed with the questionnaire.

Interpretation of the responses were done by Malcolm Fidge of M & M Associates and the assessment reports were sent to each course participant by mail before the beginning of the course. Results of the analysis about their Leadership Profile were distributed on the day of the course to each course participant.

The PAPI-I profile of an individual was represented by the PAPI Wheel diagram.

Law in ICT & Utility Management
After 7 and 15 years respectively of teaching activity at the iimt, Prof. Dr. Amstutz and Prof. Dr. Pichonnaz stepped down from their position. The iimt would like to thank both Professors for their engagement over the past years. The Institute Council elected Prof. Dr. Heinzmann as new Subject Area Coordinator for the area Law in ICT & Utility Management. He already bolstered the law course with some new lecturers. The iimt is looking forward to the future collaboration with Prof. Dr. Heinzmann and we wish him all the best in his new function.

Project Management
The iimt decided to cooperate again with PMI and provided the students of this course with a one-year membership and the electronically version of the PMBOK. In 2012 the cooperation between iimt & PMI went very well and the students were happy about the benefit.

Information & Communication Technology
In 2012, Prof. Antoine Delley submitted his resignation. He acted, since 1998, as lecturer at the iimt and since 2002 he was subject area coordinator for Information & Communication Technology. We thank him for his commitment in the last years and wish him all the best for his future.
News from the Executive Programmes

Utility Technology
The iimt was very proud to observe that in September 2012 more students had joined the Utility courses. In the first module the number of participants in Utility Technology was as high as the number of ICT students. In module 2 there were even more Utility than ICT students.

Global Project course with a Norwegian delegation
On the 31st of May, a group of approximately 10 students from the Norwegian University of Science and Technology has been at the iimt for a two-day Master of Management course about “Global projects and success factors”. The topic of the first day was “Excellence in Global Projects” which was taught by Mr Jean Binder (Global Project Management Methodologies, Philipp Morris SA) at the University of Fribourg.

The second day was based on Project Assignment Presentations with Mrs Wenche Aarseth (a visionary researcher at NTNU and SINTEF) as lecturer and was partly taught in Norwegian.

In this Master of Management course, participants gained knowledge about the organisational challenges and success factors in global projects, differences between global and national projects, to work with different cultures and advice on how to ensure success in global projects.

Information Management & Decision Support
This year the iimt executed the first online session in September. For two evenings Prof Dr Tilo Böhmann introduced the students into the subject of information management and decision making. After an initial problem with the audio, the students got in touch with, at first glance, quite a simple interface. Nevertheless, it proved to be powerful and feature rich; from supporting discussion panels and feedback requests, to download, upload and exchange media, to name only a few features.

This “ease-of-use” had an effect on the students: first of all, the students very quickly lost their fear to interact. Secondly, the tool fostered their curiosity and instinct to play and explore. And finally, the system aligned perfectly for the introductory part of the course.

While the system was captivating, it must be mentioned that Prof Dr Tilo Böhmann led the way through the lecture brilliantly. He showed his experience of using the system and handled any issues easily. Furthermore, his knowledge in this area allowed him to compensate for the lack of face-to-face communication.

As a conclusion, this “experiment” with this system should be repeated, if it is for an introduction lecture. From the iimt point of view, using it beyond an introductory phase would cause too many troubles to sustain a high-quality course.
iimt Activities - Executive Programmes

Executive MBA, Executive Diploma & Executive CAS in ICT and Utility Management

In 2012 the iimt offered all modules as scheduled in the timetable. For the first time, in September more Utility students than ICT students could be counted in the second week’s course.

For the three modules of the Executive Programmes, the students were temporarily separated in order to focus on ICT or Utility content specifically. For the first module in “Law in Utility Management”, and “Law in ICT Management” respectively, and for the first two modules in “Marketing Management” the classes took place in different rooms with different lecturers.

In order to guarantee an excellent course, each module, each lecturer and each examination have been evaluated. The evaluations help the Subject Area Coordinators, lecturers and iimt itself to constantly improve the organisation, structure and content of the Executive Programmes. Because of the detailed feedback of the students, iimt can react accordingly and targeted.

Award of the EMBA and Executive Diploma degrees

On the 29th of November the annual Award Ceremony took place at the premises of the Gutenberg Museum. The iimt awarded 1 Executive Diploma and 16 Executive MBA degrees. In accordance with the study regulations, the candidates have successfully completed their studies and submitted a final project which was approved by their project supervisors. The iimt Award Ceremony was combined with the iimt Leaders Launch.

Participants and Lecturers

11 students started their programme at the iimt in an Executive CAS, Executive Diploma or Executive MBA in the year 2012. Among these 11 students, 10 started in ICT Management and 1 student in Utility Management. Moreover, the iimt could count 10 students who participated in Specialised Courses. Participants can chose whether they are doing full-time or part-time studies - which means they attend five course weeks a year during three years. The flexibility is beneficial to students, they are capable of integrating their programme into daily work. During less hectic periods at their company, the students can attend more courses at the iimt. On the other hand if they have busy times in their daily business work, they can drop iimt courses and benefit from the suppleness.

72 lecturers from different countries were part of the last years’ iimt Executive Programmes. They carried out teaching and activities (examinations, supervision of executive projects) to support the iimt’s Executive Programmes. A good balance between theory and practice is achieved due to the participation of scientific lecturers (40% of all lecturers are from Swiss and international universities) and experts from the industry (60% of all lecturers work in national or international companies and organisations). Owing to the location of the iimt, the course rooms in 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), supported a team spirit and networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network.

More details about this event can be found in the Marketing section of this report.
Executive MBA & Executive Diploma Projects
List of all Executive MBA Projects

Arrigo, Claudia (2012):
Challenges and opportunities of the Digital Agenda in the Italian market context

Berthoud, Daniel (2012):
Comparing leading program management methods on an IT renovation program

Bonvin, Fabrice (2012):
Le développement des NER comme alternative au nucléaire: risques et opportunités pour Groupe e

Burneo, Manuel (2012):
Development of a sustainability strategy for an eGovernment Innovation Center

Chevroulet, Michel (2012):
An agile project management methodology for hardware design

Erismann, Tonja (2012):
Enterprise Mobility Management – Beyond the First Hype

Imfeld-Weber, Peter (2012):
Auswirkungen einer Entflechtung nach EU-Richtlinie 2009/72/EG auf CKW

Kramer, Adrian (2012):
Re-Structuring of a franchise system based SME organisation

Louis, Stéphane (2012):
The integration of persons with disabilities at Orange Business Services: a comparison of 3 subsidiaries in France, Germany and Switzerland

Madelung, Marcus (2012):
Business Model innovation using an Open innovation concept for the Physical Security Industry

Mylläri, Juha (2012):
Business model for superfast rural NGA in Switzerland

Nainar, Anburajan (2012):
Rationale for Multinational Enterprises to consolidate their Data Centres in Switzerland

Nicolet, Samuel (2012):
Etude du réseau Moyenne Tension Suisse et développement d’une stratégie d’intégration

Piller, Sébastien (2012):
Quel futur pour les intégrateurs IT?

Schären, Richard (2012):
Geschäftsprüfungsbezogene IT-Services in einem Softwareunternehmen – Eine Fallstudie am Beispiel der SAP (Schweiz) AG

Vuichard, Laurent (2012):
Strategic Relationship Management Process

List of Executive Diploma Projects
Currat, Serge (2012):
Mise en œuvre de la politique de sécurité applicative lors de l’implémentation de l’ERP SAP
Best Papers Award:
In 2012, four Executive MBA projects were nominated for the Best Paper Award 2011. Every year, the Best Paper Award honours the best written Executive MBA (or Diploma) project. The following students have distinguished themselves in writing their EMBA thesis and were candidates for the Best Paper Award prize:

- Jan Hohenauer
- Nico Massi
- Chris Schäke
- Elias Wittwer

All projects were evaluated by the Best Paper Award committee, which is composed by 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

The projects were evaluated according to the topicality, academic aspect, overall impression, and connection to the domain of ICT or Utility, the interest of the target audience and the global interest of the publication.

The committee decided concordantly which thesis shall win the Best Paper Award 2011:

Hohenauer, Jan (2011)
Consumerization und ihr Einfluss auf die Informations-sicherheit
Executive Programmes 2012 - Statistics

Participants in the Executive Programmes
A total of 50 participants attended the EMBA and Executive Diploma classes level 1 to 3 in 2012. Furthermore, 10 people participated in Executive Specialised Modules or Specialised Courses.

Entry survey 2012
As with every intake, an entry survey was also done in 2012. This entry survey gives information about personal and professional data of the new intake. The statistic below shows the choice of the iimt programmes in 2012.

More men than women take part in the iimt courses. In 2012, 90% of the new students were male and only 10% female. 60% of the new students are between 36 and 40 years old, 30% are younger than 36 and 10% are older than 40 years old.

The average work experience was 12 years. 67% have a higher education in engineering, 17% in law and 17% named a higher education in other sectors.

![Study programme new students 2012](image)

![Students with university degree](image)
iimt Activities - Executive Programmes

Executive Programmes 2012 - Statistics
At the beginning of their studies, 10% of the participants occupied a position in the top management, 10% in the middle management and 80% in the lower management.

The majority of new students (56%) were working in the field of “Information Management and Software Applications”. 11% were working in the field of “Research & Development” as well as in the field of “Controlling and Financial Management”. 22% were working in other sectors.

To the question why they began further studies in ICT or Utility Management, 33% answered that they wanted to enhance their career opportunities as well as for personal need for further education. 24% do it to stay up-to-date and to retaining their market value. 5% choose to do an EMBA program by the suggestion of the employer as well as for other reasons.

The most frequent indicated reasons for their choice of the iimt were the modular course structure, the flexibility of the course programme, the strong focus on ICT or Utility Management and the content of the study courses.
Final survey 2012
A final survey was conducted after the students completed all courses and their thesis. The final survey provides information about changes in the personal and professional environments of the new iimt graduates.

Since the beginning of their studies at the iimt, 78% of the graduates changed their professional position.

Out of this subset, 14% got a promotion, 21% changed employer, 43% have a job in a new field of work, and 62% answered that the iimt Executive Programmes contributed to this change.

The importance of the teaching methods shows that the case studies are very important for the students but also the lecturers and group work.
Executive Programmes 2012 - Statistics

Final survey 2012
The expectations of a majority of the students were fulfilled. For 33% of the students the expectations about their studies were exceeded.

Recommendation of the iimt
A majority of 58% recommend the iimt absolutely, without any doubt. 42% recommend the iimt as well, but with reservation. These reservations are mainly due to the specialisation in ICT or Utility Management.
Marketing & PR
Marketing & PR are two important elements for the further development of the iimt. The acquisition of new students and partners is thereby in the foreground. The personal support of students as well as the accompaniment on their decision making process to begin a study programme have been an essential component.

Through the participation at external events, personal meetings as well as the organisation of several iimt events, the iimt had the possibility to enlarge its network of partners, and to create new contacts and to foster relationships.

Partners & Associations
Flexibility is the key element regarding partnerships with the institute. The iimt is well aware that each company has different needs, and therefore industry partners can fully customise their partnership to their exact needs. Cooperations may be in the field of executive education, research or projects, or events.

Platinum Partners
Also in the year 2012, the iimt could count on the valuable support of its Platinum Partners: Groupe E and Swisscom. Both companies are investing in tomorrow’s leaders and are making use of the iimt Executive Programmes for their own collaborators. Furthermore the iimt is actively collaborating with both partners in the field of research, lectures and events.

Gold Partners
In cooperation with IBM Switzerland the iimt is conducting the SWING (SWiss lNnovation potential @ e-Government) project. In 2012 the results have been published and presented at various conferences.

Silver Partners
The iimt could further count on last year’s Silver Partner Brandnew and revendex.

Bronze Partners
The iimt is very happy to be able to count on three new Bronze Partners:
• BOC
• Campana & Schott
• sage

BOC, as well as, Campana & Schott extended their partnership with the iimt for another year.

All three companies are closely cooperating with the iimt in the field of research, education and IT infrastructure.

Further Bronze Partners are:
• asut
• Axpo
• Banque Privée Edmond de Rothschild S.A.
• eif – Ecole d’ingénieurs et d’architectes de Fribourg
• efmd
• excelsis Business Technology
• Electrosuisse
• GITI - Groupement des Ingénieurs en TIC
• Hostpoint
• ITU – International Telecommunication Unit
• IT-Valley Fribourg
• Münchner Kreis
• PMI Project Management Institute Switzerland Chapter
• Swissgrid

Media Partners
In 2012 the iimt cooperated closely with its Media Partner ICT Kommunikation. ICT Kommunikation is published ten times a year and belongs to the publisher Kapi-Media.

Donors
In 2012 the following Donors joined our network:
• Christian Martin
• Dr. Martin Schmatz
• Thomas Tillwicks
• Peter Waser
iimt Activities - Marketing & Communication Activities

Events
In 2012, the iimt organised and participated at several events to increase its reputation and exposure, its level of popularity, and to acquire potential students, lecturers and partners. The main goal of these events was the positioning of the iimt as a competence centre in ICT & Utility Management as well as to strengthen and enlarge its network.

ICT Networking Gala - 26th January 2012
For the first time, the ICT-Networking Gala took place in the Champions Lounge of the “Stade de Suisse” instead of the familiar Kursaal. Nonetheless more than 1300 ICT specialists, politicians, industrialists and researchers met for a get-together in a multimedia-based and football embossed atmosphere. The iimt was again host of a table, and invited people from Ernst & Young, excelsis, Business Technology, Hostpoint, revendex and UPC Cablecom. In a relaxing and amusing atmosphere hosts and guests enjoyed an evening with plenty of networking possibilities.

Powertage Zurich
Every two years, at the beginning of June, the Powertage take place in Zurich. The iimt was again represented at a booth. Many interesting discussions were conducted in which the course and projects of the iimt were presented.

asut Seminar - 28th June 2012
Approximately 500 people ICT specialists, experts and interested persons participated at the asut seminar with the topic “The networked society – opportunities and challenges”.

Participants not only had a chance to look into the future but also concrete opportunities and cooperation possibilities of a networked society were presented.

Different lecturers pointed out the importance of trust, and the impact and reaction of the human brain caused by networking activities. The iimt had the possibility to present the institute and the variety of Executive Programmes in ICT Management in the newly renovated foyer of the Arena. The area where people meet and greet.

Information Sessions
To acquire students for the iimt Executive Programmes, and to get in contact with potential partners, the iimt organised several Information Sessions in Fribourg. During the Information Session the iimt, its activities and the variety of educational programmes were presented. Interested people had the opportunity to have all their questions regarding a study programme at the iimt answered.

External Events
In the year 2012, the iimt participated at the following external events:

- Alcatel Lucent Event, 11.01.2012, Berne
- Swiss Electricity Congress, 16. + 17.01.2012, Berne
- PMI Annual Member Meeting, 19.01.2012, Fribourg
- ICT-Networking-Gala, 26.01.2012, Berne
- Swiss ICT Award Event, 27.01.2012, Zurich
- Carriers Lunch, 03.02.2012, Zurich
- Swiss Dialogue Arena, 21.03.2012, Lausanne
- Alpiq Energie Network Lunch, 30.03.2012, Zurich
- ZKB Pionierpreis, 03.04.2012, Zurich
- Swiss ICT General Assembly, 19.04.2012, Zurich
- asut General Assembly, 04.05.2012, Berne
- Intercai customer event, 09.05.2012, Berne
- Electrosuisse General Assembly, 10.05.2012, Fribourg
- VSE General Assembly, 10.05.2012, Fribourg
- Microsoft eCH Event, 13.09.2012, Zurich
- PWC Womens Breakfast, 24.10.2012, Berne
- Clean Energy Conference, 26.10.2012, Hong Kong
- Swiss ICT Award, 07.11.2012, Luzern
- Energie Network Lunch, 30.11.2012, Zurich
On the 29th of November 2012, the iimt celebrated its annual Leaders Launch - Talk & Dine Event. About 70 people took part in this unique event and gathered at the Gutenberg Museum in Fribourg. Graduates, academics and leaders from the industry met in a festive and comfortable surrounding.

The programme started at 2:00 p.m. with our annual Award Ceremony where our Graduate students received their EMBA and Diploma in ICT & Utility Management. 17 students have successfully finished their educational programme in “ICT Management or Utility Management”. The Graduates (future managers) have 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.

The prize “Best Paper Award 2011” and the prize “Best Management Summary 2012” were as well awarded during the ceremony.

The ceremony was followed by an exciting panel discussion around the topic “Social Media – gadget or real business tool?” with top speakers from the ICT and Utility industry, such as Patrick Comboeuf (SBB), Robert P. Hilty (Xing AG), Patrick Moeschler (Swisscom AG), Kosmas Tsiraktsopoulos (EDÖB) and Tony Wehrstein (IBM). Thomas Mauch (Blogwerk AG) hosted the discussion. It was full of interesting discussions and insight from different industry perspectives.

After the Panel Discussion, the participants had the occasion for further discussions, to meet new people and to network.

From left to right: Tony Wehrstein, Patrick Comboeuf, Patrick Moeschler, Thomas Mauch, Robert P. Hilty, Kosmas Tsiraktsopoulos

From left to right: Petra Heumesser, Michel Chevroulet, Laurent Vuichard, Daniel Berthoud, Sébastien Piller, Stéphane Louis, Marcus Madelung, Adrian Kramer, Anburajan Nainar, Richard Schären, Tonja Erismann, Fabrice Bonvin, Manuel Burneo, Peter Imfeld, Prof. Dr. Stephanie Teufel
iimt Activities - Marketing & Communication Activities

Media Presence
In 2012, our media presence included press releases, iimt newsletters, advertisements, portraits & editorial articles, the iimt website and the social media platforms.

Press Releases
The iimt sends press releases to the Swiss press on the occasion of new partnerships or special events.

In 2012, three press releases in German and French were published by Swiss media with the following topics:

- Accreditation as a distinction
- Unique combined further education opportunity
- “Talk & Dine” Leaders Launch

Portraits and Editorial Articles
The iimt also took the possibility to present the institute and its Executive Programmes in ICT and Utility Management in several publications. The publications appeared in the French and German speaking part of Switzerland. In the following newspapers, magazines and on online portals, the portraits, interviews and articles were published:

- Alpha Kadermarkt
- asut Bulletin
- Bundes-Rundschau
- Electrosuisse/VSE Bulletin
- Energie-Revue
- Green Business
- ICT Kommunikation
- Karrierejahrbuch
- Market
- ses news – Unifr
- Unireflets
- University annual report

iimt Newsletter eSignal
The iimt newsletter “eSignal” has been sent four times last year, to students, lecturers, partners and others interested persons, which represents approximately 3600 persons. The component contains the rubrics: news, next courses, staff, events, partners, Executive Programmes, chair and shortcuts.

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

- asut
- Electrosuisse/VSE Bulletin
- Energie-Revue
- Energie-Rundschau
- GITI
- Green Business
- Handelszeitung
- ICT Kommunikation
- ISSS
- kämedia
- Market
- Plusmedia
- Swiss Engineering

Furthermore, the iimt placed the Executive Programmes on several online portals.
**Website: www.iimt.ch**

The website is an important communication and marketing tool, and shall be a platform with helpful and supporting information, as well as news to all persons of whom the iimt world is composed of.

Therefore, the iimt launched it new website this year. Beside the new layout, the structure has been changed; the navigation became simpler and clearly represented. More dynamic, more interactive, the consumer can find all the information he may need about the iimt and be regularly updated with the latest facts and news. The new website concept has been well received and got positive feedbacks. A mobile version made extra for Smartphones will be created as well, and should be launched in 2013.

**Social Media platforms**

The iimt has created a Xing company profile. On this interactive platform, the iimt informs its followers about the next events, the iimt and its activities. Furthermore, the Alumni Xing group has been actively supported. A platform, where iimt graduates can get connected online and exchange know-how on several topics.

The iimt and the Chair of ICT Management developed their Facebook fan-page; thereby, the Chair wants to get closer to the students in the Bachelor- and Masterprograms and the iimt intents to inform about the current activities and events. Facebook was chosen in terms of usability, dynamics and dispersal among the target group. Using the promptness of this communication channel, members of the iimt world can get informations about the iimt even quicker.

The iimt is planning to create a Linkedin page, and be present on this important platform as well. The page should be launched in the beginning of 2013.
Chair of Management in ICT

Teaching Activities

Strategic Project Management
Master of Arts in Management & Information Management, Spring Semester 2012

“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 nine 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 and Mario Gstrein. 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 and Christoph Dahlem (revendex), Bernard Roduit from PMI Chapter Switzerland, Dr. Wolfgang Straub (Deutsch Wyss & Partner), Adrian Adam and Christian Schmid (Campana & Schott) as well as James Greene (Arcondis) lectured.

The overall feedback of the course was again thoroughly positive. A high number of participants (32) visited the course, and the number of female participants increased enjoyable.

Energy Sector Management
Master of Arts in Management & Information Management, Spring Semester 2012

“Energy Sector Management” is a Master course that aims to build up the students’ competencies in planning and controlling of enterprises acting in the energy sector. Due to liberalisation, of this sector, a rethinking has to take place also at management level. Key words are: 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 presentation of Matthias Rauh from Horváth & Partners 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 2012

The rapid change of technologies and the high economic/financial pressure precipitate to new challenges for the 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 of methods to deal with innovation and technology management, and
- applying 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 ’s 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 enjoys great popularity from the beginning which was expressed in a high number of participants.
Bachelor & Master & Executive MBA Theses
In 2012, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

**Master Theses**
Boschung, J. (2012):
Payment as a Service - Positionierung Swisscom

Dicken, J. (2012):
Dynamisches Management Tool für die Analyse der Social Media Kultur in Organisationen

Keiser, P. (2012):
Marktanalyse - Energie-Contracting bei der Groupe E

Neuhaus, R. (2012):
Electronic Park System

Oertli, R. (2012):
Hybrid-TV - Möglichkeiten und Positionierung der Schweizerischen Teletext AG

Zweifel, R. (2012):
Intelligenter Stromverbrauch

**Bachelor Theses**
Oehri, C. (2012):
Social Media Guidelines - Einführung von Richtlinien in die Unternehmenskultur zur Unterstützung der Sicherheit digitaler Kommunikation

Suter, S. (2012):
Interoperabilität für mobile Mehrwertdienste im Schweizer Mobilfunkmarkt

**Executive MBA Theses**
Comparing leading program management methods on an IT renovation program

Chevroulet, M. (2012):
An agile project management methodology for hardware design

Erismann, T. (2012):
Enterprise Mobility Management - Beyond the First Hype

Imfeld, P. (2012):
Auswirkungen nach Entflechtung nach EU-Richtlinie 2009/72/EG auf CKW

Madelung, M. (2012):
Business model innovation using Open innovation concept for the Physical Security Industry

Schären, R. (2012):
Geschäftsprozessbezogene IT-Services in einem Softwareunternehmen - Eine Fallstudie am Beispiel SAP (Schweiz) AG

**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 2012. 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 covers the following areas:
- Innovation and Technology Management
- Energy Systems Management
- Project Management
- Management of Information Security

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 **SWING** (Swiss INnovation potential @ e-Government) project in cooperation with IBM Switzerland, researches the development and availability of eServices in the Swiss government. A central aspect of SWING is to enhance the communication between businesses, governments and communities on the basis of eCollaboration and eParticipation. The partners have set a goal, to develop a new concept of how information technology can be used for a better cooperation and communication between authorities and their customers (citizens and businesses).

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 organization 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 supported by the Hasler Stiftung.

The Project **Smart Consumption of Electricity** in cooperation with Axpo demonstrates that an Intelligent Energy Management System (IEM) including three pillars Smart Forecast, Demand Side Management and, Smart Home will entail a significant improvement for the energy consumption forecast. This work is based on the Fribourg Energy Management Framework.

The **ePark** Project researches in the field of electro mobility. Electric vehicles are now available on the market and are increasingly considered as the main alternative for a 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, iiimt – Universität Freiburg, Innovationsförderung des Kantons Freiburg, Kantonalbank Freiburg, Softcom Technologies AG, Swisscom SA, Touring Club Schweiz, Fachhochschule Westschweiz, HES-SO.

**iCoSSy** - Innovation in complex service systems
Business and IT services are comprised of a network of companies with underlying challenges such as economic/financial pressure, rapid change of technology and high quality standards. To accept the challenges, firms must be innovative and improve theirs, as well as, the overall system’s “fitness”. On the other side, it requires new capabilities to understand the effects of innovation on firm- and on system-level which can lead to, at worst, unexpected, disadvantageous results eventuating in an unfavourable position.

Complexity increases when the number of components and the connections among them grows. Looking at the telephony service a vast number of players are involved to enable email or apps on our mobile phones. This complex service is a product by complex firms which are characterised by their inherent functions (functions of a firm, see Wang & von Tunzelmann, 1995). So far, several academic streams created calculation models (CNC, CI, Shannon entropy, AIC, ...) to capture the degree of complexity and it was attempted to compute the complexity of a firm and consequential the complexity of service. Still, the gap in the research exists and hence this project tries to find a model to measure the complexity index of a company on the bases of available knowledge. It is recognised that complexity is content, context and observer dependent and doing so, over time variety patterns of complexity will emerge. In connection with the “life-cycle” of systems and the intended actions, conclusions of how management of specific complexity levels in a specific phase that have to be executed, can be drawn. Finally, the results should support strategic management decisions of future adaptions and reduce risks of inferiority positioning.
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.


Research & Project Reports

Presentations & Articles


Teufel S.: SCART - Social Media Culture Assessment & Reporting Tool. SES Newsletter 8, 2012


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.
Chair of Management in ICT

Membership of Organisations
In 2012 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

- asut Fachkommission Ausbildung
  President of the Committee

- Excelsis Business Technology AG
  Member of the Administrative Council

- Golden Headset Awards – CallNet.ch
  Patron

- ICT Switzerland
  Member of the Commission “Education”

- KPMG
  Member of the Steering Committee for the certification SCESm071

- SCNG
  Special Interest Group of PMI Chapter Switzerland
  Member

- Security Finder Schweiz
  Member of the Advisory Board

- Swiss ICT Award
  Member of the Jury

- World Summit Award Mobile Content
  Eminent National Expert Switzerland

Further memberships
- GI – Gesellschaft für Informatik
- SI – Schweizerische Informatikgesellschaft
- ISSS – Information Security Society Switzerland
- Münchner Kreis
- SGB - Schmalenbach-Gesellschaft für Betriebswirtschaft
- IFIP – International Federation for Information Processing
- efmd – European Foundation for Mgmt 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 a member of various programme committees for different national and international academic conferences and as academic reviewer:

- TrustBus’12 – 9th International Conference on Trust, Privacy and Security in Digital Business. Vienna, Austria, 2012. Reviewer and member of the program committee.
- 11th ISSA Conference. Sandton, South Africa, 2012. Session Chair, Reviewer, and member of the program committee.
- D A CH Security 2012. Konstanz, Germany, 2012. Session Chair, Reviewer, and member of the program committee.
- ICSNC 2012 – 7th International Conference on Systems and Networks Communications. Lisbon, Portugal, 2012. Reviewer and member of the program committee.
- IDEAS’12- 16th International Database Engineering & Applications Symposium, Prague, Czech Republic, 2012. Reviewer and member of the program committee.
- ICSCGCE 2012 – International Conference on Smart Grid and Clean Energy technologies, Hong Kong, 2012. Reviewer and member of the program committee.
iimt University Press
In 2012, the following four Executive MBA papers and one Institute Report were published:

Executive MBA Papers
Hohenauer, Jan (2012)  
Consumerization und ihr Einfluss auf die Informations-sicherheit  
ISBN 978-3-905814-31-6

Massi, Nico (2012)  
Funktionsorientiertes Produktionsframework. Ein Modell zur Standardisierung der Produktion von ICT-Services für den KMU-Markt Schweiz  
ISBN 978-3-905814-28-6

Schäke, Chris (2012)  
Connecting the Unconnected - An innovative business model for sustainable communications in rural areas of the developing world  
ISBN 978-3-905814-29-3

Wittwer, Elias (2012)  
Net Delusion – wird die Macht des Internet überschätzt?  
ISBN 978-3-905814-30-9

Institute Reports
Boschung, Jeannine (2012)  
E- & M-Commerce und Payment Systeme - State of the Art  
ISBN 978-3-905814-27-9

Webshop
A new iimt University Press Webshop has been launched. Best Paper Award, Executive MBA and Diploma Papers from 2008 until the present are available as PDF’s for 20 CHF each. Moreover Institute and Project reports can be purchased.

iimt University Press App for iPad
This year, the iimt also launched an application, which was developed by our Bronze Partner excelsis, designed for the iPad. With this “App”, anyone interested in a publication of the iimt University press can download the publication with ease and read it anywhere, at anytime. Real comfort reading within reach.

Every Dissertation, Best Paper Award, Executive MBA or Diploma Paper from 2008 until present are available for 20 CHF each.

The App « iimt University Press » is available on the iTunes App Store for free.
Organisation - iimt Advisory Board

iiimt Advisory Board
The iiimt Advisory Board is a non-statutory consultative organ of the iiimt created in 2006 by the Institute Council. Its main goal is to build up a strong network of partners, professors, lecturers and ICT and Utility experts.

Objectives
The iiimt Advisory Board will:
• provide support in the development of the institute,
• promote the institute’s activities and image,
• facilitate the internationalisation of the iiimt’s activities,
• strengthen and expand the existing iiimt network,
• provide an exchange of know-how,
• help to strengthen the iiimt position as a competence centre for ICT and Utility Management.

Mission
The members of the iiimt Advisory Board act to promote the interest of the iiimt in accordance with the objectives and mission set out and carry out these responsibilities personally. They will direct contributions to the iiimt activities and will represent the iiimt as delegates.

Members of the iiimt Advisory Board
Mr. Walter Steinlin, President
Swisscom (Schweiz) AG, Institutional Relations
KTI, President
Member since November 2009

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

Mr. Walter Frei
Beratung in Personalfragen, Chief Executive Officer
Member since 2006

Mr. Peter Grüschow
Swissgrid, Member of the Executive Board
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, 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 Political Economics

Mr. Jacques Mauron
  Groupe E SA
  Responsible Energy Management & Trading

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

Roger Notter
  Swisscom (Schweiz) AG
  Head of Consulting

Dr. Hans Rudolf Sprenger
  IBM Schweiz AG
  Leader Public Affairs

Mr. Claude-Alain Vannay
  Swiss Olympic
  Department Head IT Services

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

iimt Institute Council
The iimt Institute Council is responsible for the strategic orientation of the institute. They approve the annual programme of the direction.

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

Mission
The members of the iimt Institute Council 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.
iimt Scientific Council
The iimt Scientific Council consists of the professors responsible for the subject areas. Together they are responsible for the content of the course offered by the institute.

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.

iimt Subject Areas in 2012
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
Law in Utility
National & International Economics
Project Management

Members of the iimt Scientific Council
Prof. Dr. Stephanie Teufel
Director iimt & Professor University of Fribourg
President of the iimt Scientific Council
Strategy & Innovation Management
Information Management & Decision Support
Project Management

Dr. Kerstin Alfes
Professor Kingston University
Organisational Behaviour & HR Management

Prof. Dr. Göran Andersson
Professor ETH Zurich
Utility Technology

Prof. Dr. Thomas Friedli
Professor University of St. Gallen
Process & Excellence Management

Prof. Dr. Sascha Götte
Professor Lucerne University of Applied Sciences
Marketing Management

Prof. Dr. Philippe Gugler
Professor University of Fribourg
National & International Economics

Prof. Dr. Michel Heinzmann
Professor University of Fribourg
Law in ICT & Utility Management

Prof. Dr. Christoph Kaserer
Professor Technical University Munich
Managerial Finance

Prof. Dr. Helmut Krcmar
Professor Technical University Munich
Information Management & Decision Support

Prof. Dr. Alfred Mettler
Professor Georgia State University
Managerial Finance

Prof. Dr. Guido Palazzo
Professor University of Lausanne
Business Ethics

Prof. Dr. Thomas Rautenstrauch
Professor University of Applied Sciences in Business Administration Zurich
Management Accounting & Control

Prof. Hubert Sauvain
Professor College of Engineering & Architecture
Utility Technology
Organisation - iimt Staff & Commissions

iimt Staff

The aim of all staff members is to make your stay at the iimt as comfortable and unforgettable as possible. The administrative staff welcomes feedback from current students and alumni in order to make sure the programme runs as efficiently as possible and they are always present to assist the lecturers, to give a hand when needed and to answer any questions.

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

The iimt staff is looking forward to stay in touch with you and to assist you in any issue.

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

Jacques Mauron
  Groupe E SA

Roger Notter
  Swisscom (Schweiz) AG

Best Paper Award Commission

Daniel Huber
  Industry Representative

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

Alain Boschung (until May)
  Accountant

Manuela Buchs
  Course Coordinator

Christoph Iseli
  Trainee Course Coordinator & Marketing

Marketing

Jeannine Boschung (until September)
  Marketing & PR Manager

Lisa Lenz (since August)
  Marketing & PR Manager

Research

Dominic Feichtner
  Junior Research Assistant

Tobias Friedl
  Junior Reserach Assistant

Mario Gstrein
  Reserach Assistant

Caroline Oehri (January - June)
  Research Trainee

Alexander Maciej Rossudowski (since November)
  Research Assistant

Students Representative

Mr. Claude-Alain Vannay
  Swiss Olympic
  Department Head IT Services
Contact
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