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Ladies and Gentlemen,
Dear members of the iimt world,

The year 2015 was a remarkable one and characterised by the 20th anniversary of the iimt. The foundation of the institute was an act of pioneers and visionary leaders and the past 20 years were branded by numerous highlights. The iimt has become a competence centre in the fields of education and research in the Information & Communication Technology as well as in the Energy sector. The elapsed year therefore started with a closer look at the iimt’s historical roots, and the most important milestones of the iimt’s history, and ended with the iimt celebration event.

As the past has shown, the iimt Executive Programmes were constantly improved and modernised in order to guarantee education at the highest quality standards. With more than 300 international lecturers and experts from leading Universities, business schools, industries and governments and more than 600 graduates and another 400 students following customised courses from renowned companies, the iimt offered and still offers a state-of-the-art learning experience since 20 years. One outcome of this is the establishment of a very active and interactive network of Alumni, students, lecturers and Subject Area Coordinators. In 2015, all courses and examinations were once again conducted magnificently and the titles of the Executive MBA, Executive Diploma and Executive CAS in ICT and Utility Management could have been handed over to the iimt graduates at the end of the year.

Not only did the Executive Programmes develop outstandingly, but the Chair in ICT Management also grew constantly and positioned itself as an extraordinary research centre in the academic world. Different fields of research were established in the past, numerous research projects have been realised successfully during the last 20 years and University courses conducted more than 350 Bachelor- and Master theses fruitfully. Furthermore, numerous research findings were published and presented at national and international conferences.

An outstanding research project is most certainly the smart living lab project, a cutting-edge, interdisciplinary project which unites the skills of the University of Fribourg, the EPFL and the HEIA-FR for the development for the built environment of the future. The iimt has taken a leading role and is conducting research on the economic and sociological impacts in the field of the energy turnaround.

All these iimt activities have been realised thanks to the valuable cooperation with our industry partners and members of the iimt world. Loyal partners, who have leading positions and are investing in people, education and research. Thanks to the cooperation with these partners, the proximity to industry and the timeliness of the topics in research, teaching is guaranteed.

The year 2015 was a year to look back and certainly a year to celebrate but it was also an opportunity to look ahead. We would like to take the opportunity to thank all our stakeholders for the continuous confidence they have placed in us during the last 20 years and we hope that you will be sharing the journey with us for the next 20 years.

A special thank goes also to Walter Steinlin, president of the iimt Institute Council, who led the iimt strategically since 2010. He is handing over the presidency of the Institute Council to Dr. Hans C. Werner at the end of the year 2015.

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 opportunities. 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 a 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 businesses.

**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 courses, supports bachelor, master and doctoral theses, and conducts research.

**Research Fields**
The Chair’s research team works in close collaboration with industry partners, its research thus 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:

- Management of Energy Systems
- Innovation and Technology Management
- Management of Information Security
- 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 valuable support from several member 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.
Overview of the iimt Executive Programmes

In the year 2015, the iimt could count 19 students who started their further education with an Executive CAS, Executive Diploma or Executive MBA. Among these 19 students, 12 started in ICT Management and 7 students in Utility Management. Participants can chose whether they are doing part-time or full-time studies, which allows a flexible module planning. The flexibility insures to the benefit of many students, that they are capable to integrate their programme into daily work. For instance, in less busy periods in their company, the students can attend more courses at the iimt. Furthermore, if they have hectic times in their daily business work, they can drop iimt courses and this benefit in either ways from this flexibility.

56 lecturers from different countries were part of last year’s 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 established thanks to the participation of academic lecturers (45% of all lecturers are from Swiss and international universities) and experts from the industry (55% of all lecturers work in national or international companies and organisations). Due to the location of the iimt and the course rooms, which are in the same building, the organisation of the course weeks and all the events during the academic year (welcome coffee, award ceremony – leaders launch, end of the year coffee), a team spirit and networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network can be encouraged.

Reflections of the year 2015

In 2015 the iimt Executive Programmes started with the “Strategy & Innovation Management” course. In the third module, the students had the opportunity to take Dr. Martin Schmatz’s (IBM Rüschlikon) Masterclass instead of having a pre-activity. The students really appreciated this practical input.

In March 2015, the “Business Ethics” course was, for the second time, conducted with students from the LL.M. Programme in Fribourg. All the students have not only benefited from the content of the course but also, evidently, from each other. A plus factor of this course was its international character, as the students came from 10 different countries.

From the month of June until the end of the year, the iimt offered the students the possibility to join “thesis information” sessions. During these sessions, the students got more information and explanations on how they can write their thesis.

In September 2015, a second course including the LL.M. students was conducted. The “Corporate Communication” course was very interactive, as the students had to handle a role play with tricky questions and answers.

In November, the “Project Management” course took place. The pre-activity was done online, thus the students got a login for the project management tool and had to do a simulation training in order to get a prior basic understanding of the methods.

Over the year 2015 all 32 modules and examinations of the iimt Executive Programmes have taken place successfully. The students appreciated the combination between written and oral examinations.
Strategy & Innovation Management
In 2015, Prof. Dr. Stephanie Teufel as Subject Area Coordinator invited two main lecturers: Prof. Dr. Simon Peck who taught the modules 1 & 2 and Prof. Dr. Michael Barrett for module 3. For all three modules the book "Contemporary Strategy Analysis" by Robert Grant was the basis. The key note speakers were experts from the industrial world, in modules 1 & 2 they had an utility background (Mr. Claude Gremion from Groupe e SA and Dr. Dieter Reichelt from Axpo).

Marketing Management
In modules 1 & 2 under the Subject Area Coordination of Prof. Dr. Sascha Götte, the class has been divided for specific lessons. Mr. Joannis Mourouzidis from Microsoft, Mr. Lars Losinger from BKW and Dr. Johannes Schimmel from Swisspower presented cases. Marketing Management, module 3 (International Marketing) went very well under the lead of Prof. Dr. Marc Fetscherin. The structure of the course was a mix of theories, frameworks and discussion on case studies.

Organisational Behaviour & HRM
In 2015, the first module was opened by Mrs Christin Ledergerber, who introduced the students into the Value and Role of Cultural Diversity, the second day was designed by the Subject Area Coordinator Prof. Dr. Kerstin Alfes. In the second module, the keynote speaker Mrs. Elena Hubschmid was added. In the third module, the students had the pleasure with Prof. Dr Amanda Shantz, to discover her integrated approach of negotiation combined with leadership.

Process & Excellence Management
The course material has been restructured and the examination renewed. All the teachers remained the same: Dr. Lüder Tockenbürger taught his practical experience on the first day and, Prof. Dr. Thomas Friedli, as Subject Area Coordinator, closed the first module. For module 2, Prof. Dr. Friedli opened, in the first place, the course and em. Prof. Dr. Fahrni closed it with the Sulzer case.

Business Ethics
Prof. Dr. Guido Palazzo enjoyed the combination of iimt and LL.M. students. It was surely not easy to teach such a group with so many different backgrounds, but the evaluation showed that all the students appreciated the effort and they networked very well.

Management Accounting & Control
The Subject Area Coordinator Prof. Dr. Rautenstrauch held module 1; in module 2 he integrated the keynote speaker Prof. Dr. Marco Passardi. As in the previous years the whole content was built up on the book “Management Accounting for Business” by Colin Drury.

Managerial Finance
The three Managerial Finance modules were again very well conducted in June, with the two Subject Area Coordinators Prof. Dr. Christoph Kaserer and Prof. Dr. Alfred Metter. The textbook “Corporate Finance – A focused approach” was used for all three modules. All the students enjoyed the modules with the Subject Area Coordinators, and in modules 2 and 3 with a keynote speaker. In module 2, the students could listen to the practical experience of Mr. Patrick Rafaisz from the bank Vontobel and, in module 3, Mr. Kurt Meyer from swissgrid presented his knowledge as R&D Manager.
Information & Communication Technology
In September, module 1 of ICT started with a new lecturer, Mr. Peter Burkhalter, who is well versed in the academic and industrial world. The students appreciated his fresh approach and Mr. Walter Steinlin closed the first day with new trends from the ICT industry. On the second day, Prof. Dr. Elena Mugellini fascinated the students and, in module 2, a new lecturer was integrated in the course, Dr. Edgar Weippl. The module’s theme was the field of Information Security from the management side, for one day, and on the second day with Prof. Dr. Ulrich Ultes-Nitsche, the technical aspects.

Utility Technology
For the second time, Prof. Dr. Patrick Favre was involved in module 1 and newly also in module 2. The students could listen, in module 1, to Dr. Stefan Ulreich from eon, Dr. Lukas Künig from BG Ingenieure & Berater AG and Dr. Dieter Reichelt from Axpo AG. In module 2, Dr. David Orzan from ECG completed the team and finished the course with the topic “Asset Management”.

Corporate Communication
Since a few years, both ICT and Utility students join this course, together with LL.M. students. Dr. Grame Lindsay started with an introduction to Corporate Communication & Stakeholder Management. He spoke about Corporate Identity, Corporate Image and Corporate Reputation. Afterwards, a Role Play took place, followed by discussions about Communication Strategy & Practice and the last session on Crisis Management.

Information Management & Decision Support
This module covered a lot of topics from Digital Transformation of Business to Enterprise Resource Planning Systems and Implementing Information Systems. In module 2, Prof. Dr. Tilo Böhmann from the University of Hamburg, introduced many case studies. In module 3, Prof. Dr. Andreas Meier held his last course at the iimt. He had some keynote speakers with him: Dr. Daniel Fasel and Dr. Darius Zumstein. To enrich the theory two workshops were integrated into the lecture.

Law in ICT & Utility Management
Dr. Michèle Balthasar replaced Dr. Allen Fuchs for the Utility part. She has shared her knowledge about the energy law with the Utility students. In parallel, the ICT students had sessions about the telecommunication law and IP and IT contracts. Prof. Dr. Michel Heinzmann as Subject Area Coordinator, magnificently organised his team of lecturers, as there are 10 different active lecturers in this module.

National & International Economics
Prof. Dr. Gugler as Subject Area Coordinator was the main lecturer in both modules. In module 1, the students could go deep into the following fields: definition of the relevant markets, Economic basis of Competition Policy; Horizontal Agreements; Vertical Restraints; Abuse of Dominant Position; Mergers and Acquisitions, and Competition and Regulation. Of course the book “on competition” by Michael E. Porter is an essential companion for National & International Economics.

Project Management
This course was conducted by the main speakers Mr. Jean Binder and Mrs. Sarianna Benain from SITA. The keynote presentations about “Aligning portfolio management with corporate strategy” and “Aligning skills and competencies with the new strategy” were the highlights of this course.
Executive Programmes 2015 - Statistics

Participants
A total of 48 participants attended the Executive MBA, Executive Diploma and Executive CAS in 2015. Several persons participated in Executive Specialised Modules or Specialised Courses. LL.M students also joined the courses on Corporate Communication and Business Ethics in 2015.

Entry survey 2015
An entry survey has been completed by the new students in 2015. This entry survey gives data about personal and professional information on the new intakes, as well as about their expectations regarding the courses. 17 out of the 19 new students have filled out this entry survey.

New students
As in previous years, the iimt courses were attended by more men than women. In 2015, around 88% of the new students were men and 12% women.

12% of the new students are younger than 30 years old, 35% are between 31 and 35, 29% are between 36 and 40, 18% are between 41 and 45 and 6% of our students are older than 46 years old.

Background of the new students
The new students have an average work experience of 10.35 years. 77% of them have a higher education in Engineering, 8% in Economics and 15% named a higher education in other sectors.

Current position in management
At the beginning of their studies, 44% of the participants occupied a position in the middle management and 56% in the lower management.

11% of new students were working in the field “Marketing and Sales”, 4% of the students in the field “Education and Human Resources” as well as in the field “Quality Management”, 25% in the field “Information Management and Software Applications”, 18% of the students in the field “Network Management and Support”, as well as 7% in the field “Controlling and Financial Management” and 14% were working in the field of “Productional Services”. The rest of the new students (17%) were working in other fields.

To the question why they began further studies in ICT or Utility Management, 46% answered that they wanted to enhance their career opportunities, 32% to stay up-to-date, 4% chose to do a study programme by suggestion of the employer and for other reasons as 18% of the students answered that they chose to do a study programme as a personal need for further education.

The most frequent indicated reasons for their choice of the iimt were the modular course structure, the flexibility of the course programme and the strong focus on ICT or Utility Management.

Why did you choose to study at the iimt?

Fig 1: Why did you choose to study at the iimt?
Executive Programmes 2015 - Statistics

Final survey 2015
After the students completed all courses and their theses, a final survey has been conducted. The final survey provides information about changes in the personal and professional environments of the new iimt graduates. In the year 2015, 10 out of 13 graduates filled out the final survey.

iimt recommendation
All graduates were very satisfied with the study programmes at the iimt and would recommend the iimt. 80% of the students recommend the iimt absolutely, without any doubt as 20% recommend the iimt as well, but with a 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 fields.

Change in professional position
The professional position has changed for 60% of the graduated students. 10% have a job in a new field of work, 40% of the students were promoted after their studies at the iimt and another 10% of the graduated students have changed employer. All of the graduates answered that the iimt Executive Programmes contributed to this change.

Importance of the teaching methods
The importance of the teaching methods shows that the different lecturers from all over the world are most important for the students. They appreciate the combination of the lecturers from the industry and the academic lecturers.

The case studies and the self-study have also been pointed out as significant for their studies. Case Studies are often used as a pre-activity, so that the students can prepare themselves in advance for the course.

The first attraction for me is the flexibility of the programmes, which allows me to pursue the academic carrier and also be available at work during the breaks in-between the courses. Teaching sessions at the iimt have been high impact learning. The mix of high profile Swiss, US and other International Professors combines well with the top Industry Experts, who share both knowledge and rich experiences with iimt students! I always feel accepted by the iimt family and that shows the real international dimension of this Institute and it’s a professional staff. A combination of all these positive attributes always resonates “Swiss Quality” on my mind! I am delighted to have experienced the Swiss Culture. The priceless values of timeliness, precision, beauty, wealth, serenity and security are all contributing to the greatness of Switzerland! It is an inspiring experience for me.

Kenneth Arthur, former Executive MBA student from Ghana
Executive MBA Projects 2015

**Arthur, Kenneth:** Strategic Analysis of Competitiveness of Public Electric Utility Companies in a Deregulated Environment - Case of Volta River Authority

**Basler, Markus:** Das Internet of Things als strategische Opportunität für Schweizer EVU

**Bridy, Romain:** Retour sur investissement de l’énergie hydraulique - Business case : centrale d’Etzelwerk

**Chiossone, Damien Andres:** How established companies respond to threats to their core business models

**Dougoud, Isabelle:** Secteur électrique: entre marché ouvert et service public, analyse du rôle des collectivités publiques à travers divers dossiers d’actualité

**Langer, Rino:** How to keep your global virtual teams motivated?

**Nadew, Andualem Lemma:** Managing Cloud Computing Disruptive Innovation and Beyond: The Case of ICT Service Provider Industry

**Pozniak, Vlamdimir:** International Roaming Hub technical concept

**Rata, Silviu Cristian:** Enabling Flexible Marketing Strategies - Product Customization and Platform Modularity in the Hearing Aid Industry

**Sackeyfio, Alfred:** Asset Management of VRA’s Fossil Power Generation Business

**Weibel, Marc:** Assessing Cloud Computing Solutions for a Shipping Company: The Case of the Maritime Industry

Executive CAS Projects 2015

**Berger, Nicolas:** Einführung eines Wiki als Wissensmanagementsystem bei swissherderbook

**Romanens, Florian:** Growth strategy of an “Engineering electrical Network” department
A unique happening full of interesting discussions and amazing people in a great atmosphere: this year’s Leaders Launch took place on the 26th of November. The event combined the graduation of the Institute’s executive students and a fascinating panel discussion.

About 80 persons took part in this event and gathered at the Gutenberg Museum in Fribourg. This was a perfect occasion to bring together Graduates, their families, academics and leaders from the industry. This year, thirteen students graduated and received the titles of: “Executive MBA in ICT Management”, “Executive MBA in Utility Management”, “Executive CAS in ICT Management”, and “Executive CAS in Utility Management”.

The Graduates, future top managers, have completed their study programme at the iimt while working; they gained the analytical, functional and interpersonal skills necessary for success in a management environment and an increasingly complex, global business.

Another highlight of the ceremony was the reward of the special prize: “Best Management Summary”. This year, Alfred Sackeyfio was rewarded for his work: “Asset Management of VRA’s Fossil Power Generation Business”.

In the second part of the event, a reflexion on how a company can use Big Data and at the same time be ethical, was conducted during an exciting panel discussion. Speakers were Andreas Amsler (Business Development, Liip AG), Olivier Heuberger-Götsch (Legal Counsel & Attorney at Law, Scigility AG), Guillaume Saouli (Co-President, Pirate Party Switzerland), Victor Schlegel (Senior Manager Big Data Solutions, Swisscom AG) and moderator Thomas Mauch (Partner, tinkla GmbH).

In the late afternoon, the participants had the opportunity to interact, to meet new people and to network around a hearty appetizer.
The iimt anniversary celebration
The 1st of October the iimt celebrated its 20th anniversary; around 150 guests gathered in the NH Hotel in Fribourg. Government and University representatives, founding and active members of the Institute Council and Advisory Board, former & current students, Subject Area Coordinators and lecturers as well as partners and donors, former & current staff and colleagues. All the friends of the iimt were present in order to celebrate this jubilee.

It was a pleasure to see so many friends of the iimt attending this magical event in a great atmosphere. The iimt is looking forward to achieving its goals and be a successful competence center for the next 20 years.
The main goal of the iimt marketing activities was to strengthen the iimt’s position as a leading competence center. Besides the acquisition of new students and the interexchange with existing and potential partners and in order to increase the visibility of the institute, the iimt participated actively in different networking activities.

**Partners & Associations**

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. In 2015, the iimt has counted on the valuable support of the following partners:

**Bronze Partners**

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

The iimt cooperates with the following Bronze Partners:
- asut
- Banque Privée Edmond de Rothschild S.A.
- BOC
- Campana & Schott
- Electrosuisse
- enersis Schweiz AG
- GITI - Groupement des Ingénieurs en TIC
- HEIA - Haute École d’ingénierie et d’architecture Fribourg
- Hostpoint
- Münchner Kreis
- Swissgrid

**Silver Partner**

The iimt could further count on last year's Silver Partner, Groupe e SA. They have become Silver Partners of the iimt world and therefore contribute to high-level quality education.

**Platinum Partner**

Swisscom (Schweiz) AG is a Platinum Partner of the iimt and is taking an active role as leader. The iimt is collaborating with Swisscom in the fields of education, research, lectures and events.

**Media Partners**

In 2015, the iimt cooperated closely with its Media Partners:
- CRM Finder
- Cloud Finder
- energate messenger
- Energie Finder
- ICT Kommunikation
- Security Finder

**Donors**

Several Donors joined the iimt network and invested in the general continuing education programme and its quality.
External Events
Furthermore, the iimt participated at the following events:

- Grand opening e-world, 09.02.2015, Essen
- Energie Cluster Apéro, 10.03.2015, Solothurn
- Energie Cluster Apéro, 12.03.2015, Bern
- Apéro Chamber of Commerce Fribourg, 23.03.2015
- VIP Event, Canton of Fribourg, 24.03.2015
- Tech Meeting, 30.04.2015, Fribourg
- Electrosuisse General Assembly, 07.05.2015, Solothurn
- Energie Cluster General Assembly, 18.05.2015, Bern
- SEMP Annual Meeting, 21.05.2015, Zürich
- PWC Womens Breakfast, 10.06.2015, Bern
- World Conference IET, 01.-06.09.2015, Kyoto
- ASI/AMI General Assembly, 21.09.2015, Fribourg
- ICSGCE Conference, 19.-23.09.2015, Offenburg
- Investors Cocktail EEK, 27.10.2015, Bern
- Energy Networking Party, 29.10.2015, Spreitenbach
- Inauguration Halle Bleue, 11.12.2015, Fribourg
- Big Data Swissnex Day, 15.12.2015, Fribourg
- IEEE Smart City Conference, 19.-21.12.2015, Chengdu

ICT-Networking Party - 22nd of January 2015
At the 13th edition of the ICT Networking Party, with more than 1400 ICT specialists, politicians, industrial and research representatives, the iimt was once again host of a table and invited partners and members of the iimt world for a get-together in Bern.

asut Seminar - 25th of June 2015
During the 41st asut Seminar with the motto „ICT goes mobile“, the iimt had the opportunity to present the institute and its variety of Executive Programmes. Approximately 500 ICT specialists, experts and interested persons participated at this event.

Zero carbon Conference - 18th of November 2015
On the 18th of November 2015 national and international speakers, industry representatives and interested people met in Fribourg at the 3rd conference “Zero carbon”. A variety of ongoing studies, views and approaches have been presented. Mario Gstrein, iimt Research Assistant, presented the Crowd Energy concept of the iimt and the results of his study.

iimt & iimt Alumni Masterclasses
In 2015, the iimt organised, in cooperation with the iimt Alumni Network, different Masterclasses and was pleased to welcome top speakers who shared their know-how with a great number of participants on the following topics:

- 26.03.15 - Research Management @ IBM
- 11.06.15 - Big Data in the energy sector - Utility 4.0
- 23.09.15 - Transformation of a company in the energy sector
- 11.11.15 - Business-driven IT (architecture)
Marketing & Communication

Media Presence
In 2015, 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, important news or special events. In 2015, three press releases in German and French have been published:

- New collaboration with enersis
- iimt 20 years
- Leaders Launch 2015

iimt Newsletter eSignal
The iimt Newsletter "eSignal" has been sent four times to students, lecturers, partners, alumnis and other interested persons, which represents approximately 4500 persons. The component contains the rubrics: News, Next courses, Staff, Events, Partners, Executive Programmes, Chair and Shortcuts.

Website: www.iimt.ch and Social Media platforms
The website and all social media platforms are 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. Customers and stakeholders can find all the information they may need about the iimt and be regularly updated with the latest facts, events and news.

Portraits and Editorial Articles
The iimt also took the possibility to present the institute in several publications. Next to the institute, the ICT and Utility domain as well as the research’s projects have been the object of presentations throughout the year. The publications appeared in the French and German speaking part of Switzerland. Portraits, interviews and articles were published in the following newspapers, magazines and online portals:

- Electrosuisse/VSE Bulletin
- Energate
- Energie-Rundschau
- Freiburger Nachrichten
- Handelszeitung
- ICT Kommunikation
- Karriere
- NZZ am Campus
- Revue Technique Suisse – Special MBA
- ses newsletter – Unifr
- SwissICT
- Uniéco
- Unireflets
- Universitas
- University annual report
Advertisements
Throughout the year, the iimt placed advertisements in different Swiss magazines, newspapers and newsletters. They contented several information about the Executive Programmes, the iimt and its research activities. Hereunder follow the newspapers, magazines and newsletter that published advertisement:

- Agefi
- asut
- CCIF-HIKF
- Cloud Finder
- CRM Finder
- Electrosuisse/VSE Bulletin
- Energie Finder
- Energie-Rundschau
- GITI
- Handelszeitung
- ICT Kommunikation
- Informatik Finder
- ISSS
- Karriere Jahrbuch
- kümedia
- Market
- Revue Technique Suisse
- Security Finder
- Swiss Engineering
- swissfirms
- Swiss IT Magazine
- VSE Jahreskalender

Furthermore, the iimt placed the Executive Programmes on several online portals:

- Bildungspool
- Electrosuisse e-Branche
- (Fach)hochschulen & Weiterbildung Schweiz
- Find MBA
- Formation-continue.ch
- ITU
- Karriereportal 24
- Marktpiegel – Schweizer Industrie
- Master cc
- Masterportal Schweiz
- Masterstudies
- Masterstudien
- MBA24
- MBA Channel
- MBA Gate
- MBA- und Master-Guide Online
- MBA.de
- Plusmedia
- Postgraduate Schweiz
- studyportals
- SVEB
- Swissuni.ch
- Seminare.ch
- unifr
- Weiterbildung.ch
Chair of Management in ICT

Strategic Project Management - Spring Semester
“Strategic Project Management” is a Master of Arts course in Management & Information Management 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 its written documentation 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. Since the course tried to avoid the ivory tower approach, it integrated industry in the course, and several project managers from a wide range of firms to animate the lectures with their presentations. The overall feedback of the course was again thoroughly positive.

Innovation & Technology Management - Autumn Semester
“Innovation & Technology Management” is a Master of Arts in Management & Information Management. The rapid change of technologies and the high economic/financial pressure precipitate to new challenges for the management in the information and communication sectors (ICT). This master course focuses on the management of these challenges by providing insights in innovation and technology.

The course uses numerous case studies and the active involvement of students through discussions and simulations. Eventually, the students are provided with tools and methods to overcome these management challenges, which they have to apply in a short self-elaborated innovation idea/paper. Furthermore, the goal was to improve presentation techniques, ability for teamwork and the skill of interdisciplinary work. Yves Hertig supported the course very well.

Energy Sector Management - Spring Semester
“Energy Sector Management” is a Master of Arts course in Management & Information Management, which aims at building up the students’ competencies in planning and controlling of companies acting in the energy sector. Due to liberalisation, a rethinking has to take place also on the 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 and the Crowd Energy Concept. The overall feedback of the course was thoroughly positive and the quality of the presentations and written papers was very high.

Swiss Living Challenge - Autumn Semester
The Swiss Living Challenge for the Solar Decathlon offers to imagine tomorrow’s housing in suburban areas with a view to housing density, reduction of transport, reduction of the consumption of materials and natural resources, in the prospects of the 2000 Watt Society. According to the ambitious goals of this scenario, students want to imagine a project that reflects the spatial consequences of a “New social & economic Deal” that takes into account the issues of circular economy concepts. Based on the idea that a sustainable society cannot be based on an unsustainable economic system - namely permanent growth based on unlimited consumption in a limited world - they want to explore solutions leading to a new type of human economic and social organisation, which favours recycling and sharing. They are eager to live a slower life and to experience a sense of community.
Bachelor, Master & Executive Programmes Theses
In 2015, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

Master Theses
Das geeignete Geschäftsmodell für E-Fashion

Client-Virtualisierung. Ein technisch und ökonomischer Vergleich von am Markt erhältlichen Lösungen

Brüssing, J. (2015):
Elektromobilität - Analyse wesentlicher Einflussfaktoren auf die Entwicklung der Elektromobilität in Deutschland und in Österreich im Kontext von Europa

Camacho, R. (2015):
Swisscom - Local Service Call: Marktanalyse Local Service Call im KMU und Residential Segment

Entscheidungsgrundlage für die Ablösung einer 0900 Nummer auf eine 0848 oder 0800 für das SBB Contact Center in Brig

Nutzen von Social Media-Aktivitäten in Schweizer Unternehmen. Unterschied zwischen Profit- und Non-Profit-Unternehmen

Alternative Anwendungsmöglichkeiten für die TeleVote-Plattform der Swisscom - Ein Open-Innovation Projekt

SCART - An approach for holistic Social Media Security Management in Organisations - ein Pilotprojekt mit einem Schweizer Finanzdienstleister

Der Einsatz von Social Media im Kundenbeziehungsmanagement von Schweizer KMU. Eine Analyse aus der Nutzer- und Unternehmensperspektive

Wyss, B. (2015):
CBB - Commuters Business Boxx: Wie gebrauchstauglich ist die CBB für das Arbeiten im Zug aus Sicht der Pendler und Geschäftsreisenden?

Bachelor Theses
Dubler, F. (2015):
Suchmaschinenoptimierung für den Verkauf wissenschaftlicher Arbeiten

Internship
Eifert, J. (2015):
Technische Unterstützung Speerprozesse (TUSP)

Executive MBA Theses
Das Internet of Things als strategische Opportunität für Schweizer EVU

Managing Cloud Computing Disruptive Innovation and Beyond: The Case of ICT Service Provider Industry

Pozniak, V. (2015):
International Roaming Hub technical concept

Executive CAS Theses
Einführung eines Wiki als Wissensmanagement bei swissherdbook

Romanens, F. (2015):
Growth strategy of an „Engineering electrical Network“ department

Seminars for Graduates and Ph.D. Students
In parallel with the lectures at the University, a series of in-house seminars for Ph.D. students were organised at regular intervals by Prof. Dr. Teufel in the year 2015. Participants were recruited from internal and external assistants as well as from connected institutions and organisations to present their research activities.
Research Activities
The research team focuses on academically challenging questions around the convergence of ICT and Energy as well as the associated Innovation and Management aspects. In doing so, the research team attaches great importance to close the gap between theory and practice. The Chair’s research covers the following areas:

- Energy Systems Management
- Management of Information Security
- Innovation and Technology Management
- Project Management

The specific research projects are carried out by the research team and external doctorates under the guidance of Prof. Dr. Stephanie Teufel. For 2015, it should be emphasised that the research area Crowd Energy was successfully enhanced. Crowd Energy is the collective effort of individuals, profit or non-profit organisations, or altogether, pooling their resources through online ICT applications to implement the energy turnaround. This involves both decentralisation (production, storage and consumption of renewable electricity) and substantial changes in society, economy and politics. It is assumed that the emerging crowd beliefs will be an important driver of the energy transition, it thus represents an essential component in the research environment surrounding smart living. This research lays the groundwork for excellent contributions to the smart living lab project, which is a cutting-edge, interdisciplinary, interinstitutional platform that combines several lines of research.

The Smart Value Energy Network (SVEN) project is concerned with the altering supply chain from a value chain to a value network perspective. Especially, SVEN focuses on the valorised role of a consumer - becoming a prosumer - where interactions go beyond the “customisation” or “prod-user” relationship. The integration is deeper and prosumer faces a broader scope of actions to influence the management of electricity. On the other side, suppliers are facing emerging business opportunities implying a mind-set shift from the purely selling the product “energy” to value added services. To stay competitive, suppliers must build essential capabilities for value added service including to understand the prosumers behaviour and to find new ways to define business models. 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 which places the product “energy” on the backseat. Services become the decisive factor to achieve the goals, but more importantly, to stay competitive on the market. Innovation and customer orientated attitude are the essential capabilities for a “value added” service. Consequently, the industry undergoes a transition towards a “Smart Value Energy Network”. Especially, established organisations have to reposition adequately, as they are facing tremendous challenges to achieve higher network efficiency and to fight back the emergent of new comers (e.g. ICT).
Research Activities

New technologies, new notions of effectiveness in the Utility sector and the political/societal call for sustainability lead to major shifts in the utility-landscape. New organisational forms of Smart Grids, like the “Crowd Energy”, leads to more participation and decision-making efforts for a multitude of energy prosumers. The Project, Behaviour Analysis for Network Stability (BEANS), puts the prosumer’s behaviour related to energy topics at the center. New approaches are needed to understand individual prosumer behaviour and the individual use of the iGSL-assets (intelligent Generation, Storage, Load) in favor of prosumer communities, such as the Crowd Energy. An important factor, which shapes individual behaviour, is the contextual surrounding of the individual, e.g. community membership. While the organisational architecture of the Crowd Energy Community is still quite open in its definition, further research must clarify competences and decision-making authorities of the prosumer and the community layer to achieve system relevant goals, such as network stability. Another important organisational issue will be the potential struggle between individual and collective goal-achievement, for example on the use of common good resources. BEANS will therefore use methods and insights from economics to understand the conflict area between the individual and the collective sphere and present different organisational implications for network stability issues.

The main aim of the project Motivation of Households towards Smart Living (MOHOS) is to create the motivation system of households, enhancing the behavior of individuals in different areas of their activities of smart living and foster their active participation towards a smart environment development. Smart environment integrates ubiquitous systems, including smart technologies, spaces, services and living. Application of smart technologies and infrastructure provides prospects for mobilising resources, enhancing the coordination of sustainable solutions; also empowers formation of smart communities, which connects people and services in efficient and seamless ways. The behavior of human factor in individual level is essential in each system, so the personal motivation and engagement in new complex and dynamic conditions could be a significant support in achieving sustainable welfare in smart environment. The majority of past research on household behavior has been based on rational choice models and maximisation of economic self-interests. This project tries to show that household decisions can be driven by emotional factors, underlying values, force of habit and a variety of external factors including availability, convenience and social norms. A better understanding the influence of these factors and the relationship between them can enable policy-makers and other stakeholders to more effectively engage households in the transition towards smart living.
Research Activities
In project NCS-M7, the Chair works in close cooperation on competence build-up, skills and best practices to avoid cyber risks with the Swiss Confederation, as the project is granted by the Federal Office of Communications (OFCOM). The protection of information and communication infrastructures from cyber risks is in the national interest. The awareness of society and especially the actors from business and government agencies regarding cyber risks is a crucial factor in risk management. The target groups must be identified and specified. In this approach, the project has three objectives: i) the target group business is refined to recognise experts from the individual segmentation stages and hence possibly also to identify best practices; ii) for the identification of best practices a set of appropriate criteria is defined; iii) in a non-representative survey a short first impression will be given regarding the sensitisation to cyber risks in the target audience business group. Generally, all kinds of risks associated with information and communication technologies (ICT) are understood under cyber risks: not a specific risk is meant, but rather a group of risks made up of the different technologies used, the attack profiles and uncontrollable external circumstances. Consequently, risk assessment emphasises not only on criminal activities but also, for example, on natural disasters. Accordingly, a distinction is made between defensive methods and protection methods. The focus of the project is the criminal aspect of cyber risks.

The ideas@iimt project which was initiated as an outcome of the university course Innovation and Technology Management in 2014, has been further developed. 2015 was an exciting year for the ideas@iimt platform, as well as for the participating students. Indeed, many success stories, an increasing number of participants and great media interest accompanied ideas@iimt. The following gives a short overview of selected project ideas:

**Fitcoins**: Philipp Zimmer won the 2015 award for “Energie-ideen Schweiz” and was able to prevail over 300 competitors. This national award recognises innovative ideas for efficient use of energy/electricity. The prototype was tested not only in the fitness center at the University of Fribourg but also at the “Goût et Terroirs” Fair in Bulle/FR by 700 employees of Cremo AG. In the autumn semester, Philipp has successfully completed his Master’s degree on the subject of “Fitcoins”.

**MeinBiel**: Jedidiah Inhelder won the “Business Ideas @ Fribourg 2015” contest and is currently developing an application in close cooperation with Gassmann Media AG, Biel. Numerous meetings and workshops took place in 2015. In 2016, the market launch will be verified.

**Gym-Food**: The idea of Amar Catic was implemented, shortly after his admission to the ideas-programme, by another startup. So Amar fiddles about a business model.

**Commuters Business Boxx (CBB)**: In the autumn semester Bernhard Wyss has successfully completed his Master’s degree on the subject of CBB and now enhances and refines autonomously his idea.

**Wurmturm**: The idea of Andreas Barmettler has been accepted to the ideas-programme in autumn 2015. The idea of a stackable and intelligent worm tower for biodegradation of organic waste already found great approval. First prototypes have already been sold in the family circle.

ideas@iimt was also the subject of the article/interview „Scheitern erlaubt“ by Teresa Delgado, which was published in the journal “NZZ campus”, on March 20th 2015. This post was the most read article in the category “Berufseinstieg” in 2015.
smart living lab project

The smart living lab project is a cutting-edge, interdisciplinary, interinstitutional platform that combines several lines of research related to construction technologies: material sciences and fluid mechanics, renewable energy production systems that take into account aspects that are related to the occupation of a building, living space and housing, such as comfort, health and air quality. It aims to be a center of national scope, recognised on an international level and involving a variety of players and institutions.

It brings together the skills of the University of Fribourg (UniFR), the Ecole Polytechnique Fédérale Lausanne (EPFL) and the School of Engineering and Architecture Fribourg (HEIA-FR) in the areas of technology and materials, as well as law and human sciences.

At the University of Fribourg, three research groups of approximately fifteen researchers will bring their knowledge to the table within the coming years and the iimt is the leading institution within the University of Fribourg for the smart living lab project.

At the iimt the following research topics will be covered: The Low Carbon Society/Crowd Energy and its integration into the economic, private and public sectors, taking into account society’s socio-technological changes, economy and politics energy turning point.

The iimt research group published a great variety of papers in 2015 and presented its research results at various national and international conferences. All these highlights can be found in this annual report.

The research side of the smart living projects has not been the only one moving. In December, the smart living building project moved into the Halle Bleue on the Blue Factory site in Fribourg. These new offices unite the researcher of all three research institutions.
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
Aldabas, M.; Gstrein, M. & Teufel, S.
Also published in: Journal of Electronic Science and Technology, Vol. 13, no. 4, pp. 343-348, December 2015

Craven, J.; Derevyanko, E.; Gstrein, M. & Teufel, B.

Egger, S.; Gstrein, M. & Teufel, S.

Gstrein, M. & Teufel, S.

Teufel, S. & Teufel, B.
Awarded: IET World Conference Distinguished Paper Award

Teufel, S.; Feichtner, D.; Steinhauer, A. & Teufel, B.
Social Media Marketing - Performance Measurement Considerations, in Proc. of 7th International Conference on Economics and Management of Networks EMNet 2015, Cape Town, South Africa, 2015


Teufel, S. & Teufel, B.
Crowd Energy Information Security Culture - Security Guidelines for Smart Environments, in Proc. 2015 IEEE International Conference on Smart City, Chengdu, China, 2015

Vereshchagina, V.; Gstrein, M. & Teufel, B.

Research & Project Reports
Feichtner, D.; Teufel, B. & Teufel, S.
Kompetenzbildungsangebote im Umgang mit Cyber-Risiken (Massnahme 7 NCS) - Ergebnisse Experteninterviews, Technical Report, iimt, Universität Fribourg, 2015
Publications

Presentations, Articles & Interviews
Eyer, S. M.
„Ablösung einer 0900 Nummer auf eine 0848 oder 0800 Nummer“, SBB Bern, Februar 2015

Delgado, T.
„Scheitern erlaubt“, NZZcampus, 20.03.2016 (Interview with S. Teufel and Y. Hertig)

Teufel, S. & Gstrein, M.
“Crowd Energy – an innovative approach to smart living“, smart living lunch, smart living lab, Fribourg, June 2015

Pichler, K.
“Aussergewöhnlichen Ideen eine Chance geben“, ICTkommunikation, June 2015 (Interview with S. Teufel and Y. Hertig)

Gstrein, M.

Teufel, S.
“Mangel an Ausbildungsmöglichkeiten im Bereich Cyber-security“, ICTkommunikation, November 2015

Morel, P.
“Crowd Energy : tous prosommateurs ?“, Universitas, Universität Fribourg, December 2015

Teufel, S.
“Smart Living Lab“, Unieco, Universität Fribourg, December 2015

Teufel, S.
“The Prosumer Perspective of Crowd Energy Applications”, University of Electronic Science and Technology of China, Chengdu, December 2015

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 2015, Prof. Dr. Stephanie Teufel has been active in the below-mentioned organisations:

- asut
  Fachkommission Ausbildung
  Member (since 1999)
- energate messenger Switzerland
  President of the Advisory Board (since 2014)
- ICTnet
  Founder member (since 2001)
- JEST – Journal of Electronic Science and Technology,
  Member of Editorial Committee and “Energy-Efficient Technology” Committee Member
- KPMG
  Member of the Steering Committee for the certification SCESm071 (since 2007)
- SCNG
  Special Interest Group of PMI Chapter Switzerland
  Member (since 2010)
- Security–Finder Schweiz
  Member of the Advisory Board (since 2011)
- World Summit Award Mobile Content Eminent National Expert Switzerland (since 2012)

Further Memberships
- CCIF - Chamber of commerce and industry Fribourg
- efmd - European Foundation for Management Development
- Electrosuisse
- GI - Gesellschaft für Informatik
- IEEE - Institute of Electrical and Electronics Engineers
- IFIP - International Federation for Information Processing
- ISSS - Information Security Society Switzerland
- IT Valley Fribourg
- Münchner Kreis
- PMI - Project Management Institute
- SGB - Schmalenbach-Gesellschaft für Betriebswirtschaft
- SI - Schweizerische Informatikgesellschaft
- SIRA - Swiss Informatics Research Association
- VHB - Verband der Hochschullehrer für Betriebswirtschaft
Prof. Dr. Teufel was also very active as a member of various programme committees for different national and international academic conferences, as scientific reviewer, as guest editor.

**Programme Committees, Conferences & Academic Reviews**

- **ABICT 2015** – 6th International Workshop on Advances in Business ICT. Lodz, Poland, 2015. Reviewer and member of the program committee.
- **AITM 2015** – 13th Conference on Advanced Information Technologies for Management. Lodz, Poland, 2015. Reviewer and member of the program committee.
- **D A CH Security 2015**. Bonn, Germany, 2015. Reviewer and member of the program committee.
- **e-Democracy '15** - 6th International Conference on e-Democracy. Athens, Greece, 2015. Reviewer and member of the program committee.
- **ICSGCE 2015** – International Conference on Smart Grid and Clean Energy Technologies, Offenburg, Germany, 2015. Reviewer and member of the program committee.
- **ICSNC 2015** – 10th International Conference on Systems and Networks Communications. Barcelona, Spain, 2015. Reviewer and member of the program committee.
- **ICT4S 2015** – International Conference ICT for Sustainability, Copenhagen, Denmark, 2015. Reviewer and member of the program committee.
- **WI2015** – 12. Internationale Tagung Wirtschaftsinformatik, Osnabrück, Germany, 2015. Reviewer and member of the program committee.
Chair of Management in ICT

The iimt University Press is part of the iimt and publishes on the webshop and on Amazon: Dissertations, Executive MBA, Executive Diploma and Executive CAS Papers. Furthermore, Institute and Projects Reports are available. All documents can be purchased for CHF 20. -, and are available as pdf files.

In 2015, one Institute Report and two Executive MBA were published:

**Institute Report**
Zimmer, Philipp (2015):
Konzept für ein nachhaltiges Fitnessstudio
ISBN 978-3-905814-47-7

**Executive MBA Papers**
Sager, Mathias (2015):
Internet of Things and Big Data: Cooperative Smart Home Data Governance
ISBN 978-3-905814-48-4

Zurkinden, Patrik (2015):
Strategieklärung und Erarbeitung einer Balanced Scorecard für den Bereich Projekte und Technik bei SBB
ISBN 978-3-905814-49-1
iimt Advisory Board
The iimt Advisory Board is a consultative organ of the iimt. 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 & Utility experts.

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

Members of the iimt Advisory Board
Mr. Walter Steinlin, President
KTI, President
Member since November 2009

Mr. Adrian Bult
Chairman of the Board Swissgrid
Member since 2013

Mr. Clemens G. Jargon
Mycronic, VP EMEA & Managing Director
Member since 2006

Dr. Günter Pfeiffer
yane GmbH, Managing Partner
Member since 2006

Mr. Peter Schöpfer
Avaloq, Group CMO
Member since 2006

Dr. Hans-Rudolf Sprenger
IBM Schweiz AG, Director Public Sector
Member since 2013

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

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
   KTII, President
Prof. Dr. Philippe Gugler
   University of Fribourg
   Professor
   Department of Economics
Mrs Petra Heumesser
   Representative mid-level academic
   University of Fribourg
Mr. Stefan Kälin
   T-Systems Schweiz AG
   Students representative
Dr. Bernhard Kessler, Vice-President
   Revendex Group AG
Prof. Dr. Dirk Morschett
   University of Fribourg
   Professor
   Department of Business Administration
Prof. Dr. Reiner Wolff
   University of Fribourg
   Professor
   Department of Economics

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 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 agreements with industry partners or partner Universities,
• elects subject area coordinators and other members of iimt commissions.
The iimt Scientific Council consists of the professors responsible for the different subject areas. Together they are in charge of the content of the courses offered by the iimt.

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

**Objectives**

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

**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 Management
- National & International Economics
- Project Management
Organisation - iimt Staff

**Admission Commission**
- **Prof. Dr. Stephanie Teufel**
  - Director iimt, University of Fribourg
- **Mrs Petra Heumesser**
  - Head of Executive Programmes
- **Prof. Dr. Philippe Gugler**
  - University of Fribourg
- **Dr. Bernhard Kessler**
  - revendex

**Best Paper Award Commission**
- **Mr. Werner Dreier**
  - Industry Representative
- **Mr. Daniel Huber**
  - University of Applied Sciences Bern
- **Dr. Bernhard Kessler**
  - Industry Representative
- **Prof. Dr. Stephanie Teufel**
  - University Representative
- **Prof. Dr. Reiner Wolff**
  - University Representative - President of the commission

**iimt Commissions**
- **Best Paper Award Commission**
  - **Mr. Werner Dreier**
    - Industry Representative
  - **Mr. Daniel Huber**
    - University of Applied Sciences Bern
  - **Dr. Bernhard Kessler**
    - Industry Representative
  - **Prof. Dr. Stephanie Teufel**
    - University Representative
  - **Prof. Dr. Reiner Wolff**
    - University Representative - President of the commission
Annual Financial Statement
The annual financial statement closes with an income of CHF 949'477.16 and expenditures of CHF 983'672.94, which results in a loss of CHF 34'195.78.

The iimt assets, which are invested in bonds and saving accounts, decreased with an effective loss of 16'852.34 on 31.12.2015.

The expenditures could, due to the financial management, be kept as budgeted for 2015. On the income side, the revenues from the Executive Programmes participant fees achieved the forecasted level. The partnering revenues were slightly higher than budgeted.

The capital of the iimt amounts to CHF 1’199’046.97 on the 31.12.2015. CHF 1’431’479.94 are assets and CHF 232’432.97 are liabilities.

Auditor’s Report
An external audit of the 2015 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 17th of May 2016 recommend the approval of the Annual Financial Statement.

The iimt Institute Council has approved the annual accounts for 2015 during its meeting on the 22nd of June 2016, to be handed over to the Faculty of Economics and Social Sciences, University of Fribourg.