# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial</td>
<td>3</td>
</tr>
<tr>
<td>Who we are</td>
<td>4</td>
</tr>
<tr>
<td><strong>iimt Executive Programmes</strong></td>
<td>5</td>
</tr>
<tr>
<td>Overview</td>
<td>5</td>
</tr>
<tr>
<td>Executive Programmes 2016 - Statistics</td>
<td>8</td>
</tr>
<tr>
<td>Executive MBA, Executive Diploma, Executive CAS Projects</td>
<td>9</td>
</tr>
<tr>
<td>iimt Graduates and Leaders Launch</td>
<td>10</td>
</tr>
<tr>
<td><strong>Marketing &amp; Communication</strong></td>
<td>12</td>
</tr>
<tr>
<td>Partners &amp; Associations</td>
<td>12</td>
</tr>
<tr>
<td>Events</td>
<td>13</td>
</tr>
<tr>
<td>Media Presence</td>
<td>14</td>
</tr>
<tr>
<td><strong>Chair of Management in ICT</strong></td>
<td>16</td>
</tr>
<tr>
<td>Teaching Activities</td>
<td>16</td>
</tr>
<tr>
<td>Dissertation, Master &amp; Executive Programmes Theses</td>
<td>16</td>
</tr>
<tr>
<td>Research Activities</td>
<td>18</td>
</tr>
<tr>
<td>smart living lab</td>
<td>21</td>
</tr>
<tr>
<td>Publications</td>
<td>22</td>
</tr>
<tr>
<td>Membership of Organisations</td>
<td>24</td>
</tr>
<tr>
<td>Programme Committees, Conferences &amp; Academic Reviews</td>
<td>25</td>
</tr>
<tr>
<td>iimt University Press</td>
<td>26</td>
</tr>
<tr>
<td><strong>Organisation</strong></td>
<td>27</td>
</tr>
<tr>
<td>iimt Advisory Board</td>
<td>27</td>
</tr>
<tr>
<td>iimt Institute Council</td>
<td>28</td>
</tr>
<tr>
<td>iimt Scientific Council</td>
<td>29</td>
</tr>
<tr>
<td>iimt Staff &amp; Commissions</td>
<td>30</td>
</tr>
<tr>
<td><strong>Accountants Report</strong></td>
<td>31</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>32</td>
</tr>
</tbody>
</table>
Ladies and Gentlemen,
Dear members of the iimt world,

The future has begun and the digital Revolution of the 21st century is in full swing. The digital transformation and Information & Communication Technologies leads to profound political, economic and social changes in all different business sectors. New Technologies will change classical business models in all industry sectors, and new solutions need to be found to keep the pace. One of the most important key elements is innovation on the road to success. Companies and their employees need the analytical, functional and interpersonal skills and technological know-how for a digital success story.

For the iimt, the year 2016 was branded by numerous highlights but certainly, it was also a year of change. The iimt Executive Programmes were constantly improved and modernised in order to guarantee education at the highest quality standards. The programme portfolio was expanded and four customised Executive CAS programmes were developed. Furthermore, new learning materials and new topics were integrated in the curriculum in order to offer an even greater an interactive learning experience. Teaching methods but also course contents and learning processes were and will be strongly influenced by the digitisation. iimt Executive students gained the necessary competencies required for the future challenges in a complex environment. Main focus was not only the digitisation of all course programmes, it was also to cooperate with top lecturers for a unique learning transfer and to strengthen the iimts network. More than 60 international lecturers and experts from leading Universities, business schools, industries and governments were active in the year 2016 to offer a state-of-the-art learning experience.

Not only did the Executive Programmes develop outstandingly, also the Chair in ICT Management grew constantly and positioned itself as an extraordinary research centre in the academic world. University lecturers were conducted successfully and numerous research findings were published and presented at national and international conferences.

Different fields of research were established in 2016 and various research projects have been realised successfully. As part of the smart living lab project, the iimt has taken a leading role and is conducting research on the economic and sociological impacts in the field of the energy turnaround and all related fields like the human behaviour, information security and many more. In addition to the smart living lab project, the iimt is also strongly involved in the Solar Decathlon competition. An international university competition were a swiss team, consisting of students from the University of Fribourg, The School of Engineering Fribourg and the EPFL, will present a fully solar powered house, called the “NeighborHub” in Denver (USA) in 2017.

In 2016 also the ideas@iimt programme developed remarkably. The iimt offered numerous students the possibility to realise their own (business) ideas and a variety of creative ideas could take the next step towards a game changing business concept. With the set-up of an ideas@iimt member club, the students got additional support in order to boost their business idea.

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 2016. 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.

Dr. Hans C. Werner
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 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:

- Smart Living and Energy Systems Management
- Cyber Security Management
- Innovation and Technology 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 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 2016, students started their education with an Executive CAS, Executive Diploma or Executive MBA or several Specialised Courses in ICT or Utility Management. iimt participants can choose whether to do 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. In less busy periods at 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 benefit from this flexibility as well.

52 lecturers from different countries were part of last year's iimt Executive Programmes. They carried out teaching and other activities (examinations, supervision of executive projects) to support the iimt’s Executive Programmes.

A good balance between theory and practice is approved due to the participation of scientific lecturers (55% of all lecturers work in national or international companies and organisations). Thanks to the location of the iimt, 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 and end of the year coffee), a team spirit and networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network can be strengthened.

Reflections on the year 2016

Over the year 2016, all modules and examinations of the iimt Executive Programmes have taken place successfully. The students appreciated the combination between written and oral examinations. During the whole year, the international dimension of the participants was very high, as in the courses, the students came from 6 to 10 different countries.

Special Courses “skyguide 2016”

Since 2014, skyguide – the provider of civil and military air navigation services in Switzerland – has chosen the iimt as educational partner for their further education training to their employees. skyguide was guest at the iimt during four days in April and June 2016, where three iimt lecturers shared their know-how with 17 skyguide managers. The first days focused on “Strategy” and “Finance”. Prof. Dr. Alfes introduced the participants to the subject areas of “Organisational Behaviour” and “Change Management”. The courses were given in English and conducted at the University of Fribourg. Prof. Dr. Robert Zaugg, former lecturer at the iimt, has initiated this cooperation. Once again, it was shown how strong the connection between the members of the iimt world is, and how valuable the exchange of experience can be. The next skyguide IMT Programme is already scheduled and will take place in spring 2018.

Brief Outlook 2017

We certainly had to face some challenges in 2016. The arising fundamental change in economy, triggered through digitisation, will not stop at the iimt’s doors. We have to rethink and adopt our concept to follow up with our past victories in providing latest top level executive education. In 2016, we started with slight updates on the course structure and within the content of our modules. 50% of our modules are currently under revision and newly shaped into the current state of art. We will focus on our continuous improvement and development in 2017. In this time of transition, we are looking forward to lead the Digital Transformation together with our network of partners, lecturers and students.
Strategy & Innovation Management
In 2016, Prof. Dr. Stephanie Teufel as Subject Area Coordinator, invited two main lecturers. Prof. Dr. Simon Peck, who taught in module 1 & 2 and Dr. Panayiotis Constantinides for module 3. Dr. Panayiotis Constantinides was teaching the first time at the iimt. The keynote speakers were experts from the industrial world (Mr. Christian Martin, Dr. Dieter Reichelt and Mr. Kurt Lüscher).

Marketing Management
In modules 1 & 2 under the Subject Area Coordination of Prof. Dr. Sascha Götte, the class has been divided for some lessons, in order to guarantee for the ICT and the Utility students an accessible approach of Marketing Management. 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 theory, frameworks and case studies discussion.

Organisational Behaviour & HRM
Mrs. Christin Ledergerber, who introduced the students into the Value and Role of Cultural Diversity, opened the first module of Organisational Behaviour & HRM. The second day was designed by the Subject Area Coordinator, Prof. Dr. Kerstin Alfes, and in module 2 the lessons were given by Prof. Dr. Alfes herself. In the third module, the students had the pleasure to be challenged by Prof. Dr. Amanda Shantz, who integrated the approach of negotiation combined with leadership.

Process & Excellence Management
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 the course and Prof. Dr. Fahni closed it with the Sulzer case. The students learned to understand the importance of quality management and the right use of methods and tools.

Business Ethics
In March, the course Business Ethics was conducted with 9 students from the LL.M. Programme in Fribourg. The Subject Area Coordinator, Prof. Dr. Guido Palazzo taught both days and all students could benefit from the content of the course and from the good composition of people.

Management Accounting & Control
In 2016, the Subject Area Coordinator Prof. Dr. Rautenstrauch taught module 1 and integrated the keynote speaker Prof. Dr. Marco Passardi. Module 2 and 3 were conducted by Prof. Dr. Rautenstrauch on his own. For the first time, the students tested the e-book instead of the book. The whole content was built up on the e-book “Management Accounting for Business” by Colin Drury.

Managerial Finance
The coordination between the two Subject Area Coordinators Prof. Dr. Christoph Kaserer and Prof. Dr. Alfred Mettler was excellent. For this Subject Area, the students also used an e-book named “Corporate Finance – A focused approach” by Michael C. Ehrhardt and Eugene F. Brigham. In module 1, all students had the pleasure the whole two days to work with the Subject Area Coordinator Prof. Dr. Kaserer. In module 2 and 3, the students could listen to the main lecturer and Subject Area Coordinator Prof. Dr. Mettler. In module 2, the keynote speaker was Mr. Dominik Meyer from the bank Vontobel and in module 3, Mr. Kurt Meyer from swissgrid shared his knowledge.
Information & Communication Technology
The first day of module 1 was opened by Mr. Walter Steinlin. He started the day with new Trends from the ICT Industry. Mr. Peter Burkharter, who is well versed in the academic and industrial world, taught the rest of the first day. On the second day, Prof. Dr. Elena Mugellini fascinated the students with “Design and Development of Interactive Technologies”. In module 2, Dr. Edgar Weippl conducted the first day and Prof. Dr. Ultes-Nitsche illustrated on the second day the technical side.

Corporate Communication
Dr. Graeme Lindsay started with an introduction to Corporate Communication & Stakeholder Management. He spoke about Corporate Identity, Corporate Image & Corporate Reputation. After this theory, the Role Play started. After this practical approach, discussion ended on Communication Strategy & Practice and the last session was about Crisis Management.

Information Management & Decision Support
In the first module, Mr. Markus Böhm from the TU Munich conducted both days. This module covered many topics. In module 2, Prof. Dr. Tilo Böhm from the University of Hamburg held his module with many case studies. Prof. Dr. Philippe Cudré-Mauroux conducted the third module. He had some keynote speakers with him: Dr. Daniel Fasel, Dr. Djellel Eddine Difallah, Dr. Laurent Balmelli, Dr. Dingqi Yang and Dr. Darius Zumstein.

Law in ICT & Utility Management
As in the course Marketing Management, the students were divided for some lessons. Dr. Michèle Balthasar taught the Utility part. She could share her knowledge about the energy law with the Utility students. In parallel, the ICT students had sessions about the telecommunication law and about IP and IT contracts. Prof. Dr. Michel Heinzmann, as Subject Area Coordinator, organised his team of lecturers very well.

National & International Economics
Prof. Dr. Gugler, as Subject Area Coordinator, was the main lecturer for both modules. The students appreciated this stability and for example in module 1, they 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.

Project Management
This course was conducted by the main speaker, Dr. Jean Binder. Mrs. Sarianna Benain from SITA opened the first day of the two modules Project Management with a keynote speech about “Aligning portfolio management with corporate strategy and Aligning skills and competencies with the new strategy”. As a part of the grade, the students had to present their results and the other part of the grade was composed by handing in an exam paper.
Executive Programmes 2016 - Statistics

Participants
A total of 48 participants attended the Executive MBA, Executive Diploma and Executive CAS in 2016. Several persons participated in Executive Specialised Modules or Specialised Courses. Two LL.M students joined the Dual Degree in Economics & Master of Laws (LL.M.). Both students will receive their EMBA in ICT-Management and the LL.M. in 2017. In total, 11 new students enrolled.

Entry survey 2016
An entry survey has been completed by the new students in 2016. This entry survey gives data about personal and professional information on the new intakes, as well as about their expectations regarding the courses.

Students 2016
As in previous years, the iimt courses were attended by more men than women. In 2016, around 88% of the enrolled students were men and 12% women. The average age of our participants was 36 years old.

Current Background
The students have an average work experience of 13 years. The big majority has a degree in engineering and natural sciences, whereas 20% obtained a higher education in other sectors.

Current position in management
In average, our students held positions in middle management. The students are mainly working in fields of “Information Management and Software Applications” followed by ‟Production and services” and “Marketing and Sales”. Students with the major in Utility work mainly in the field of “Grid and Asset Management”.

To the question why they began further studies in ICT or Utility Management, 75% answered that they chose the iimt out of a “personal need for further education and to enhance their career opportunities”, 50% aiming to stay up-to-date.

As in the past years 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.

Final survey 2016
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 2016, 43% of our 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. One third of the graduates would recommend the iimts’ programme without any hesitation. The expectation on the programme were fulfilled or in one third were above the expectations.

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. 33% of the students were promoted after their studies at the iimt and another 33% of the graduated students have changed employer. All of the graduates highlighted 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.

Self-study has also been pointed out as significant for their studies. Case Studies and readings are often used as a pre-activity, so that the students can prepare themselves in advance for the course.
Executive MBA Projects 2016

Elashrafy, Aboubakr Samy: Microeconomics of Competitiveness Case Study: Egypt How to understand and improve the economic performance of the country?

Flückiger, Jürg: Analyse des Mehrwerts eines Cloud Service Brokers für die Schweizerische Post

Granzotto, Fabrice: How to centralize the customer data for the omni-channel retailing? The case of a pharmacy chain

Kälin, Stefan: Development of a personnel selection inventory countering the trend of skills shortage in the Swiss ICT sector

Radicati, Michele: Decentralized production and batteries, a profitable business model for the Swiss medium size utilities

Uhlmann, Roland: Value Creation and Technology Convergence in the fast changing ICT-facing Industry; Strategic Partnership of Ericsson and Cisco

Wickramasingam, Jeyamathy: Do entrepreneurial managers engage their employees within the organization?

Zürcher, Yann: Analyse der bestehenden Prozesse und An-passungen an die neue Vision der Comlab AG

Executive CAS Projects 2016

Albrecht, Richard: What are the measures and actions to take to make the battery storage a mass-market product for the residential market in Switzerland?

El Haddouï, Hajar: Confiance et intégrité dans l’Internet des objets – Etude qualitative Swisscom

Giger, Marc: Marktanalyse und Prozessoptimierung der Stamm AG

Mlynek, Nicolas: Gestion des actifs physiques chez Gaznat : état des lieux et pistes de changement possibles

Pérez-Michaeley, Cecilia: Business viability analysis

Richani, Rim: How to build and maintain an Online Reputation Management for Start-ups
iimt Leaders Launch - 30th of November 2016

An unique happening full of interesting discussions and amazing people in a great atmosphere: this year’s Leaders Launch took place on the 30th of November. This event combined the Graduation Ceremony of our institute with a Success Story of an iimt Alumni, who showed the way from a student to a CEO.

This year’s Leaders Launch took place in the “Halle bleue” on the blueFACTORY site (old Cardinal brewery site), the first technology CO₂ free park in Switzerland. The “Halle bleue” is equipped with different offices, where the iimt moved in as part of the smart living lab project. The smart living lab is a center for research and development dedicated to the built environment of the future, not only on a technical but also on a societal level.

About 70 persons took part in this event and gathered at the “Halle bleue”. This was a perfect occasion to bring together graduates, their families, academics and leaders from the industry. This year, fourteen 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 and global business.

Another highlight of the ceremony was the reward for the best thesis of the previous year. Damian Chiossone received the award for the “Best Paper Award 2015” with his EMBA work entitled “How established companies respond to threats to their core business models”. During the ceremony the special prize “Best Management Summary” was also handed over. The winner of this award was the final work of Michele Radicati, with his work “Decentralized production and batteries, a profitable business model for the Swiss medium size utilities”.

The second part of the event was devoted to an iimt Alumni, Reto Trinkler, who has now founded his own company. He honoured the participants by sharing his experience and impressions on how to create and manage a business.

Afterwards, the participants had the opportunity to interact, to meet new people and to network around a hearty appetizer.
Best Paper Award

Every year, the Best Paper Award aims to reward the best written Executive MBA or Executive Diploma project of the previous year, based on different criteria: according to the topicality, the academic and scientific aspects, the overall impression, the connection to the domain of ICT or Utility, the interest of the target audience and the global interest of the publication.

The following six students have distinguished themselves in writing their Executive MBA thesis in 2015 and were candidates for the Best Paper Award:

- Kenneth Arthur
- Markus Basler
- Damian Andres Chiossone
- Andualem Lemma Nadew
- Alfred Sackeyfio
- Marc Weibel

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

- Mr. Werner Dreier
  Industry Representative

- Mr. Daniel Huber
  University of Applied Sciences Bern

- Dr. Bernhard Kessler
  Industry Representative

- Prof. Dr. Dirk Morschett
  University Representative

- Prof. Dr. Stephanie Teufel
  University Representative

Winner of the Best Paper Award 2015 - Damian Andres Chiossone
How established companies respond to threats to their core business models
In order to strengthen the iimt’s position as a leading competence center and to increase the visibility of the institute, the acquisition of new students and the interexchange with existing and potential partners is indispensable. In 2016, the iimt participated actively in different networking activities and organised several events.

**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 2016, 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
- Cofisys Consult
- Electrosuisse
- eneris Schweiz AG
- GiTI - Groupement des Ingénieurs en TIC
- HEIA - School of engineering and architecture Fribourg
- Hostpoint
- Münchner Kreis
- Swissgrid

**Media Partners**
In 2016, 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.
smart living days
The 7th and 8th of October 2016, the smart living days took place at the Halle Bleue in Fribourg. The first day was dedicated to several discussions around the topic smart living. The second day, all researchers from the smart living lab had the opportunity to present their research topics. The iimt presented its “Crowd Energy” model to a large public.

External Events
Furthermore, the iimt participated at the following events:
- Apéritif du printemps canton Fribourg, 21.03.2016
- smart living lunch, Halle Bleue, 05.04.2016
- ZKB Pionierpreis Technopark, 12.04.2016
- Tag der Forschung, Halle Bleue, 03.05.2016
- Electrosuisse General Assembly, 19.05.2016
- Friweek Chamber of commerce Fribourg, 10.06.2016
- Smart Energy Conference Rüschlikon, 05.07.2016
- Axpo Workshop Fribourg, 12.07.2017
- Chamber of commerce General assembly, 05.09.2016
- smart living lunch, Halle Bleue, 06.09.2016
- smart cities exposition Bern, 22.09.2016
- Open days University of Fribourg, 24.09.2016
- KHS Event Halle Bleue, 27.10.2016
- asut Kolloquium, 16.11.2016

ICT-Networking Party - 21st of January 2016
Again, more than 1400 ICT specialists, politicians, industrial and research representatives gathered during the ICT Networking Party in Bern, where the iimt was host of a table and invited partners and members of the iimt world.

Powertage Zürich - 31st May until 2nd of June 2016
Between the 31st of May and the 2nd of June 2016, the Powertage took place in Zürich. Meeting point for the Swiss electricity sector! The iimt presented for the first time the “Crowd Energy” prototype.

asut Seminar - 16th of June 2016
During the 42nd asut Seminar with the motto „Shaping the Digital future”, 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.

iimt & iimt Alumni Masterclasses
In 2016, 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:
- 19.04.2016 - Business Efficiency & Innovation
- 09.06.2016 - SAP Simple Finance for HANA
- 21.09.2016 - InnoFitness Study
- 21.09.2016 - Creating Future oriented organisations

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- 21.09.2016 - InnoFitness Study
- 21.09.2016 - Creating Future oriented organisations
Marketing & Communication

Media Presence
In 2016, our Media Presence included Press Releases, the iiimt Newsletter, Advertisements, Portraits & Editorial Articles, the iiimt Website and Social Media platforms.

Press Releases
The iiimt sends press releases to the Swiss press on the occasion of new partnerships, important news or special events. In 2016, three press releases in German and French have been published:

- Dr. Hans C. Werner neuer Präsident des iiimt
- Leaders Launch 2016
- S. Teufel new member of the ComCom

iiimt Newsletter eSignal
The iiimt 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.iiimt.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 iiimt world is composed of. Customers and stakeholders can find all the information they may need about the iiimt and be regularly updated with the latest facts, events and news.

Portraits and Editorial Articles
The iiimt 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
- emw
- Energie
- Energie-Rundschau
- Freiburger Nachrichten
- Handelszeitung
- ICT Kommunikation
- Karriere
- 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 contained several informations about the Executive Programmes, the iimt and its research activities. Hereunder follow the newspapers, magazines and newsletter that published advertisement:

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

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

- Bildungspool
- Electrosuisse e-Branche
- (Fach)hochschulen & Weiterbildung Schweiz
- Formation-continue.ch
- ITU
- Karriereportal 24
- Marktsiegel – Schweizer Industrie
- Master cc
- Masterportal Schweiz
- MBA24
- MBA Channel
- MBA Gate
- MBA- und Master-Guide Online
- MBA.de
- Plusmedia
- Postgraduate Schweiz
- studyportals
- SVEB
- Swisssuni.ch
- Seminare.ch
- unifr
- Weiterbildung.ch
Teaching Activities

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. In 2016, the course was taught by Dr. Jovita Vasauskaite.

Following the PMBOK Guide, the ten knowledge areas, which encompass integration management, scope management, time, cost and quality management, human resource, 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.

As in the last years we cooperated with our research partners Campagna & Schott, the law firm Augsburger Deutsch & Partner and revendex. The overall feedback of the course was again thoroughly positive.

Innovation & Technology Management - Fall Semester

“Innovation & Technology Management” is a Master of Arts course 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. Additionally, the students are provided with tools and methods to overcome these management challenges, which they have to apply in a self-elaborated innovation idea/paper. Furthermore, the goal was to improve presentation techniques, ability for teamwork and the skill of interdisciplinary work. The course was held by Dr. Mario Gstrein and Yves Hertig.

Dissertation, Master & Executive Programmes Theses

In 2016, the following theses were supervised by the Chair of ICT-Management:

Dissertation
Gstrein, M. (2016)
Handling the Crowd – An Explorative Study on the Implications of Prosumer-Consumer Communities on the Value Creation in the Future Electricity Network

Master Theses
Barmettler, A. (2016)
Der smarte Wurmturm: Ausarbeitung eines Businessplan und Entwicklung eines Prototypen im Home-Recycling-Bereiche

Inhelder, J. (2016)
Innovationskultur bei Zeitungsunternehmen

Jurt, J. (2016)
Managing Uncertainty, Risk, and Learning in complex Research and Development Projects - A Case Study
Mahn, P. G. (2016)
Smart Grids – Regulatorische Rahmenbedingungen und Anreizsysteme für Netzinnovationen

Matoshi, L. (2016)
Electricity pricing in the Republic of Macedonia - any inequity?

Singh, A. (2016)
Innovationsmanagement am Beispiel Schweizer Energieversorgungsunternehmen - eine Analyse im Projekt "Innofitness 2015"

Tomovic, K. (2016)
Pilotstudie zur strategische Komplexitätsbestimmung von Smart Grid Services

Das FitCoin-Konzept - Empirische Untersuchung des Konzepts einer nachhaltigen Fitnessumgebung

Internship
Kromer, A. (2016)
IT Service Management, Accenture AG, 2016

Executive MBA Theses
Granzotto, F. (2016)
How to centralize the customer data for the omnichannel retailing? The case of a pharmacy chain

Radicati, M. (2016)
Decentralized production and batteries, a profitable business model for the Swiss medium size utilities

Uhlmann, R. (2016)
Value Creation and Technology Convergence in the fast changing ICT-facing Industry; Strategic Partnership of Ericsson and Cisco

Zürcher, Y. (2016)
Analyse der bestehenden Prozesse und Anpassungen an die neue Vision der Comlab AG

Executive CAS Theses
Albrecht, R. (2016)
What are the measures and actions to take to make the battery storage a mass-market product for the residential market in Switzerland?

El Haddaoui, H. (2016)
Confiance et intégrité dans l’internet des objets - Etude qualitative Swisscom

Marktanalyse und Prozessoptimierung der Stamm AG

Mlynek, N. (2016)
Gestion des actifs physiques chez Gaznat: état des lieux et pistes de changement possibles

Business viability analysis

Richani, R. (2016)
How to build and maintain an Online Reputation Management for Start-ups

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 2016. 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:

- Smart Living and Energy Systems Management
- Cyber Security Management
- Innovation and Technology Management
- Project Management

The particular research projects are carried out by the research team and external doctoral candidates under the supervision of Prof. Dr. Stephanie Teufel. In 2016, the research in the field of information security was positively refined towards societal cyber security issues. With the digitisation of society, the smart environments, the establishment of concepts such as Crowd Energy along with the decentralisation process of energy (production, storage, consumption), it becomes obvious that security is no longer an isolated aspect treated just by IT experts in companies and organisations. It is an overall societal challenge. The anchoring of a corresponding awareness for the risk is crucial, without slowing down the positive effects of digitisation and thus the acquisition of smart living spaces. In the end, the term “smart” describes in its universality the vision of a digitisation-based sustainable prosperity, where security is implicitly considered self-evident. This research is an excellent contribution to the smart living lab project, which is a cutting-edge, interdisciplinary, interinstitutional platform in Fribourg.

The Smart Value Energy Network (SVEN) project is concerned with the altering supply chain from a value chain to a value network perspective. SVEN focuses, in particular, 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 purely selling the product “energy” to value added services. To stay competitive, suppliers must build essential capabilities for value added services, 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”. The research project was successfully completed in 2016 with a dissertation; the results are published in the iimt University Press.
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”, lead 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 favour 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. BEANS will therefore use methods and insights from economics and social psychology to understand the conflict area between the individual and the collective sphere and present different organisational implications for network stability issues.

With the digitalisation of society, it becomes obvious that the topic of cyber security affects everyone in almost every situation of life. With the Societal Cyber Security Culture (SCSC) project a human centric view on changing environments with special regard to cyber security issues is enforced. One focus of SCSC is the societal influence of individuals in loosely coupled infrastructures, such as in a Crowd Energy network. This is in contrast to conventional organisational structures, such as in companies or public administrations, which are usually strongly interrelated, that is, there is a fixed organisational structure with defined goals and requirements. In addition, there is a direct influence on security aspects. Weakly coupled structures have a self-responsible organisation with partly similar goals of their members and barely influence on security aspects. Loosely coupled structures are widely established in society where everyone has its own goals and an indirect influence on common security aspects. Considering a Crowd Energy network as a starting point for research makes sense, since the underlying structures are settled between weakly and loosely coupled. In order to strengthen loosely coupled structures with regard to cyber security issues, individuals and groups of individuals play an important role. One of the problems in this environment is that individuals / groups of individuals have a different sense and awareness of security in a technical environment. New solutions are necessary for a more secure environment.
The utility sector is in transition. The national electricity market is gradually deregulated and new players will continuously enter the market. The customers' behaviour driven shift in consumption (keyword prosumer), new technologies and digitisation will change existing processes and structures significantly. To such a new situation, Swiss utility companies need to rethink their products and services radically. A declared intention for innovation and a seeking of innovation potentials will be the success factor for its short and long-term business. Existing business models need to be reviewed and renewed.

The aim of the project „InnoFitness 2015“ was to create a snapshot of the innovation capabilities of Swiss utilities - in the context of profound technological and energetic change in the energy sector. In that aim, a positioning of the participating companies has been made. In an external examination of the market participants, the main drivers of this market change have been identified. In addition to this market analysis, the study also examines the potential (future) business models of the companies. The main part of the study examines the innovative architecture of the participating companies in the areas of strategy, structure, process and methods, employees, communication and the influence of the external environment. The study ends with detailed recommendations on each of the different dimensions.

The study was conducted in a triangulation model combining desk research with quantitative and qualitative primary data collection. The iimt researchers had the chance to conduct 16 interviews with leading executives out of twelve Swiss utility companies.

Here is a selection of aspects that show that the utility sector is facing major challenges:

- The awareness of the upcoming core business transformation and service orientation is recognised
- The pressure to act is latent but not tangible yet (lack of pain)
- There is a high project activism, with little focus and unclear goals of innovation
- Innovation goals are not very clear and tangible (lack of culture)
- The strategic necessity for radical innovation is recognised in theory, the appropriate allocation of resources is however not yet concrete
- The idea inspiration process ("what ideas, from where?") tends to be unsystematic with unclear goals
- There is a gap between the self-image ("we innovate") and the potential customer image ("in the market we are not seen as innovative as we are")
- Implications mostly lead to company culture aspects

This project was guided by the iimt in cooperation with INNO Architects (Strategic Inno-vation Management Consulting, Bern). The study is available on the iimt’s webshop.

**Research Activities**

**ideas@iimt**

The ideas@iimt project which was initiated as an outcome of the university course Innovation and Technology Management in 2014, has been further developed. 2016 was an exciting year for the ideas@iimt programme, new partners have been acquired and new students joined the pre-incubator with their business ideas.

**Partners:** ideas@iimt is very pleased to welcome the Alumni SES and the Alumni and Friends UNIFR as new partners. The Alumni associations’ will support the programme not only with their fundings, but also with their large network and knowledge. Furthermore, member@ideas was launched in December 2016. Therewith, interested individuals can support the programme with both, a financial donation and their knowledge. Thus, ideas@iimt would like to thank the first three members who were convinced to support the program and is looking forward to the cooperation and a lively exchange.

The following is a brief overview of our current ideas and their progress in 2016:

**neunmalklug.** Nadine Artaz created the idea of the vending machine “neunmalklug.”, which offers top quality and in the best of taste organic-superfood-snacks. With the support of ideas@iimt, she was able to further improve her business idea. For this, she organised several community baking events. She then tested the manufactured products in the cafeteria of the University of Fribourg and received very good feedbacks.

**apiar.io:** Siril Herrmann with his idea “apiar.io” provides a software solution for monitoring a beehive and its bees, checking whether they have infected with the parasite varroa mite. A first prototype can predict temperature, humidity changes and the activity of bees in the beehive; since October, the prototype has been tested in the southern hemisphere.

**Fishstat:** At the beginning of 2016, Antoni Wiercioch joined the ideas@iimt programme. His idea was, to create a mobile app, in which anglers can record their catch and report it to the cantonal service of fishery. A first prototype of his idea has already been programmed and can now be tested in practice by anglers. For this, first contacts were established with the appropriate authorities and cantons.

**Ski-Scraper:** In the end of 2016, Johannes Wittmann joined the ideas@iimt programme with his ideas “Ski-Scraper”. The Ski-Scraper is a functional tool for ski-mountaineers to scrape off the snow load from their skis during the ascent. The next steps are to develop a first prototype and test it. This is to be done in cooperation with the School of Engineering and Architecture of Fribourg.

ideas@iimt also organised several pitching events in cooperation with the innovation-club Fribourg. Our fellows gained valuable experience in pitching and presenting and received helpful input for their ideas.
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 taking into account aspects which 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 are covered: firstly, the Low Carbon Society / Crowd Energy and its integration into the economic, private and public sectors, taking into account the socio-technological changes in society, the economy and politics. Secondly, the digitisation of smart environments forces a new and wider understanding of what security means – societal cyber security as an overall societal challenge.

As a first full-scale experimentation of the smart living lab in Fribourg, the Swiss Living Challenge for Solar Decathlon was established already in 2015 but had its major phase of innovation and development in 2016. The iimt contributed to this cooperation project of students from all SLL research institutions with its know-how and experience in management processes.
Chair of Management in ICT

Publications
The iimt research group published a large number of research papers in recognised scientific journals in 2016 and presented its research results at various national and international conferences. The scientific papers are subject to a double-blind peer-review process.

Reviewed Papers
Aldabbas, M. & Teufel, B.

Gstrein, M., Hertig, Y., Teufel, B. & Teufel, S.

Hertig, Y. & Teufel, S.

Hertig, Y. & Teufel, S.

Hertig, Y. & Teufel, S.

Teufel, S.
Crowd Energy – The Impact of Prosumer Behavior on Smart Environments, Keynote at 2016 International Conference on Smart Grid and Clean Energy Technologies, University of Electronic Science and Technology of China, Chengdu, China, 2016

Teufel, S.

Research & Project Reports
Prallet, M.

Singh, A., Burkhalter, H., Feichtner, D. & Jaus, A.

Vasauskaite J. & Veresinska, T.
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Publications

Presentations, Articles & Interviews

Feichtner, D. & Teufel, S.
Innovationsfitness der Schweizer Energiebranche.
In: e-m-w, Nr. 4, S. 70-71, 2016

Teufel, S. & Prallet, M.
Eine Crowd gegen Food Waste.
In: ICTkommunikation, 2016

Teufel, S. & Irnhauser, B.
Cyber Security in a Crowd mit Blick auf die wesentlichen Akteure.
In: ICTkommunikation, 2016

Teufel, S., Hertig, Y., Gstrein, M. & Teufel, B.
Crowd Energy - Le concept de coopération énergétique du futur pour les habitats intelligents
In: Bulletin 1, S. 31-34, 2016

Teufel, S. Gstrein, M.
Crowd Energy – Verhaltensforschung im Energiebereich
In: Energie Finder Schweiz

Teufel, S.
Sind Sie bereit für die Zukunft - Die Schweiz im Wandel
In: Energie Rundschau 1, S. 34-35, 2016

Teufel, S.
Energiewende - Ein Umdenken ist notwendig!
In: Energie Rundschau 2, S. 32-33, 2016

Teufel, S.
smart living days - Crowd Energy - the future of smart living
Halle Bleue Fribourg, Interview & Presentation 07.10.2016

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 2016, Prof. Dr. Stephanie Teufel has been active in the below-mentioned organisations:

- Association for Students Innovation (ASI) Board Member
- asut Fachkommission Bildung 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 Committee Member of JEST Special Section on Energy-Efficient Technologies
- SCNG Special Interest Group of PMI Chapter Switzerland Member (since 2010)
- Security–Finder Schweiz Member of the Advisory Board (since 2011)
- Smart living lab @ University of Fribourg UniFr Project Manager
- World Summit Award Mobile Content Eminent National Expert Switzerland (since 2012)

Further Memberships
- CCIF - Chamber of commerce and industry Fribourg
- Electrosuisse
- GI - Gesellschaft für Informatik
- IEEE - Institute of Electrical and Electronics Engineers
- ISSS - Information Security Society Switzerland
- IT Valley Fribourg
- Münchner Kreis
- PMI - Project Management Institute
- Schmalenbach-Gesellschaft für Betriebswirtschaft
- SGB - Schweizerische 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 well as guest editor.

ABICT 2016 - 7th International Workshop on Advances in Business ICT, Gdansk, Poland, 2016. Reviewer and member of the program committee.

AITEM 2016 - 14th Conference on Advanced Information Technologies for Management, Gdansk, Poland, 2016. Reviewer and member of the program committee.


e-Democracy ‘16 - 6th International Conference on e-Democracy, Athens, Greece, 2016. Reviewer and member of the program committee.


EMENA 2016 - Europe, Middle East and North Africa Conference on Technology and Security to Support Learning. Saidia, Marocco, 2016. Reviewer and member of the program committee.


ICNEA 2016 - International Conference on New Energy and Applications, Hong Kong, China, 2016. Reviewer and member of the program committee.

ICSGCE 2016 – International Conference on Smart Grid and Clean Energy Technologies, Chengdu, China, 2016. Reviewer and member of the program committee.

ICSNC 2016 – 11th International Conference on Systems and Networks Communications, Rome, Italy, 2016. Reviewer and member of the program committee.


Chair of Management in ICT

iimt University Press
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 2016, the following Dissertation, Institute Reports and Executive MBA thesis were published:

**Dissertation**
Gstrein, Mario (2016): Handling the Crowd - An Explorative Study on the Implications of Prosumer-Consumer Communities on the Value Creation in the future Electricity Network

**Institute Report**
Singh, Amber ; Burkhalter, Hannes ; Feichtner, Dominic ; Jaus, Andreas (2016):
EVU InnoFitness 2015 - Studie zur Innovationsfitness der Schweizer Energiebranche
ISBN 978-3-905814-52-1

**Smart Environment**
Prallet, Marie-Charlotte (2016):
Smart Cities - State of the Art
ISBN 978-3-905814-59-0

Vasauskaite, Jovita ; Veresinska, Timeja (2016):
Motivation for Smart Living: New Perspectives and Directions
ISBN 978-3-905814-51-4

**Executive MBA Papers**
Arthur, Kenneth (2016):
Strategic Analysis of Competitiveness of Public Electric Utility Companies in a Deregulated Environment - Case of Volta River Authority
ISBN 978-3-905814-53-8

Basler, Markus (2016):
Das Internet of Things als strategische Opportunität für Schweizer EVU
ISBN 978-3-905814-50-7

Chiossone, Damian (2016):
How established companies respond to threats to their core business models
ISBN 978-3-905814-54-5

Nadew, Andualem (2016):
Managing Cloud Computing Disruptive Innovation and Beyond: The Case of ICT Service Provider Industry
ISBN 978-3-905814-55-2

Sackeyfio, Alfred (2016):
Asset Management of VRA’s Fossil Power Generation Business
ISBN 978-3-905814-50-7

Weibel, Marc (2016):
Assessing Cloud Computing Solutions for a Shipping Company: The Case of the Maritime Industry
ISBN 978-3-905814-57-6
Organisation iimt Advisory Board

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. 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
Members of the iimt Institute Council

Dr. Hans C. Werner, President
Swisscom Schweiz AG

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

Mrs Petra Heumesser
University of Fribourg
Representative mid-level academic

Mr. Stefan Kälin
T-Systems Schweiz AG
Students representative

Dr. Bernhard Kessler, Vice-President
Revendex Group AG

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

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.
Organisation - iimt Scientific Council

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.

The iimt Faculty
Professors and lecturers with a strong academic and teaching record are acting as lecturers in the iimt Executive Programmes and offer participants the most advanced training available. A mix of academic and professional staff is 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 industry. The iimt has outstanding instructors, including advisers, researchers, and practitioners drawn from leading Universities, business schools, industry, and government. They bring an enthusiasm and a functional expertise developed over years of experience in their fields to the classroom, together with stimulating real-life perspectives and insights.
Organisation - iimt Staff

Melanie Ackermann
Course Coordinator

Mohammad Aldabbas
Junior Research Assistant

Nadine Artaz
Junior Research Assistant

Albert Broger
Junior Research Assistant

Lisa Despont-Lenz
Marketing & PR Manager

Dominic Feichtner
Relations Manager

Mario Gstrein
Research Assistant

Yves Hertig
Research Assistant

Petra Heumesser
Head Executive Programmes

Bettina Irnhauser
Research Assistant

Marie-Charlotte Prallet
Junior Research Assistant

Kirstin Stadelmann
Head Marketing & PR

Dr. Bernd Teufel
Research Consultant

Prof. Dr. Stephanie Teufel
Director

Dr. Jovita Vasauskaité
Senior Research Assistant

Timeja Veresinska
Junior Research Assistant

Yannick Wittner-Zougbor
Junior Research Assistant

iimt Commissions

Admission Commission
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   Director imt, University of Fribourg

Mrs Petra Heumesser
   Head of Executive Programmes imt

Prof. Dr. Philippe Gugler
   University of Fribourg

Dr. Bernhard Kessler
   revendex

Kirstin Stadelmann
   Head of Marketing & PR imt

Best Paper Award Commission
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   Industry Representative

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   University of Applied Sciences Bern

Dr. Bernhard Kessler
   Industry Representative

Prof. Dr. Dirk Morschett
   University Representative

Prof. Dr. Stephanie Teufel
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