Annual Report 2010
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Ladies and Gentlemen, Dear members of the iimt world,

Time never stands still. The year 2010 brought numerous challenges and new activities forth and will certainly be remembered as a particular one with a number of changes.

Convinced that top quality education should be of high priority, the iimt continuously improved its Executive Programmes in ICT and Utility Management. New topics, up to date course contents and top lecturers from the academic and business world were our main success factors. 82 lecturers shared their experience with the course participants in the year 2010. This exchange of know-how and experience was, and will be invaluable for the institute itself and all executive students. All study programmes, as the Executive MBA, Executive Diploma, Specialised Courses and Power Packs including all examinations run smoothly and the participants were highly satisfied. One of the key success factors for the students is the flexibility and the course structure. As it is sometimes not easy to combine private and business responsibilities with a demanding study programme, participants appreciate the flexibility to choose, at their convenience the time and the length of their studies.

The iimt is well known and established as an educational partner in the ICT sector. Employees as well as Human Resource Directors in ICT companies are well aware of the need of further education in order to prepare employees for the daily challenges. Inversely, Utility companies are currently facing a number of challenges at the same time as the liberalisation of the market lies ahead. Personnel development and education seems to be, for an instant, less important in consideration of all priorities. In order to offer educational programmes for all levels of employees, the iimt created its new Executive CAS in ICT or Utility Management. The Executive CAS consists of 10 different modules and will be offered from the 1st of January 2011 on. Besides the course organisation for the new study programme, the iimt updated its study regulations which will come into effect in January 2011 as well.

But not only the iimt Executive Programmes experienced several changes, also, the Chair of Management in ICT was facing new activities, new University lectures and participated in different projects with industry partners. At the University of Fribourg, for the first time, a university lecture in Energy Management was offered. This lecture was of great interest for university students and carried out successfully. Furthermore the iimt participated in the new SWING (SWiss Innovation potential @eGovernment) project in cooperation with IBM Switzerland. The BizGrid project has been continued and several other projects have been realised. More details about all current projects can be found in this report.

Another big change at the iimt was the refreshing of the Corporate Design. All course brochures, flyers and documents, as well as the iimt Homepage appear in a new layout. We would like to thank our students who acted as photo models.

All these changes have been realised due to the powerful and valuable cooperation with our partners and members of the iimt world. As a result of our combined efforts, we achieved our common goals. We would like to thank all course participants, lecturers, partners and member of all councils for the confidence they have placed in us. Furthermore we would like to thank all staff members, who contributed greatly to our success for their invaluable support. We look forward to another year of challenges, new activities and fruitful collaborations with all members of the iimt world. Only with your support and our relationship the iimt has the possibility to strengthen its position as a competence centre in ICT and Utility Management.

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 (electricity, gas and water) Management, offering executive training programmes and research. Through its highly developed international network of partners, from both industry and the academic world, the iimt constantly improves its competences and takes an excellent and competitive position in the national and global market.

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

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

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

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

**Research Fields**
The chairs’ research team works together with industrial partners, so its research is not confined to the classical "ivory tower". Based on the Fribourg ICT-Management framework the research team aims to answer challenging questions in the academic research fields:
- Energy System Management
- Innovation and Technology Management
- Information Security Management
- Project Management

**Research Projects & Partners**
The chair holds active roles in several national and international organisations. The research conducted by the chair is mainly driven by industrial projects. Hence the chair enjoys invaluable support from several membership organisations, as well as strong co-operations 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 conferences.
News from the iimt Executive Programmes

In March 2010 Prof. Dr. Dr. hc. mult. Norbert Thom held his last courses at the iimt. Over 13 years he was the Subject Area Coordinator (SAC) for “Organisational Behaviour & HRM”. He retired in the year 2010 and therefore the iimt had to find an eloquent successor. In the institute council meeting on the 17th of November 2010, Dr. Kerstin Alfes was elected as a dignified successor of Prof. Dr. Dr. hc. mult. Norbert Thom. She will start her new position the 1st of January 2011.

Current position
Lecturer, Kingston University London

Experience
Dr. Alfes has worked on several research projects looking into the role of the HR function, public management and employee attitudes on work. She has taught seminars in Basics of HRM, Role of the HR Function, Organisational Behaviour and Change Management on bachelor and master courses, and has also taught modules in Intercultural HRM and HRM on master courses.

Exchange Programmes

East China University of Science and Technology
In June 2010 a Memorandum of Understanding with the East China University of Science and Technology (ECUST) was signed. Thanks to this collaboration between the two institutions the Executive MBA students have the possibility to take up courses in Shanghai and have them accredited for their executive studies at the iimt.

In October 2010 the first Executive MBA student successfully completed a course at the ECUST.

"ECUST has actively adapted to the trend of international education development and is taking the road of open education and is actively strengthening communication and cooperation. As exciting and demanding as I remember the two weeks; I enjoyed every minute of it and can thoroughly recommend it to all of you. As the ECUST puts it: an important and memorable chapter in your voyage of life."

Executive MBA and Executive Diploma in ICT & Utility Management
In the Executive Programmes 2010, all 30 courses and 30 examinations (for the EMBA) and 20 courses and 20 examinations (for the Executive Diploma) were carried out successfully according to the timetable 2010.

For six modules of the Executive Programmes, the students were temporarily separated in order to get a specific focus on the ICT or Utility content. For the three modules of “Utility Technology”, respectively “Information & Communication Technology”, for the 2nd module in “Law in Utility Management”, respectively “Law in ICT Management”, and for the 1st and 2nd module in “Marketing Management” the classes took place separately.

As measure of the quality, each course, each lecturer and each examination has been subject to evaluation. The evaluations help the Subject Area Coordinators, lecturers and the iimt itself to constantly improve the organisation, structure and content of the Executive Programmes. Thanks to the feedback of the students, the iimt can react very quickly, so that in the year 2010 a very good average over all subject areas was reached.

Executive CAS in ICT and Utility Management
The iimt Executive Certificate of Advanced Studies (CAS) programme has been released. This shorter further education programme contains ten modules with different subject areas and offers students an educational programme to gain all necessary tools for a competitive market. Participants have the possibility to start with the Executive CAS and to continue with an Executive Diploma or Executive MBA programme.

On the 29th of September 2010, the iimt therefore changed its study regulations. The application was accepted on the 8th of February 2011 by the rector of the University of Fribourg.

Cambridge Judge Business School
Furthermore, the Memorandum of Understanding with the Cambridge Judge Business School has been renewed. Executive MBA students will also have the possibility to take courses in the U.K.
Participants and Lecturers
In 2010, 15 new students were enrolled for an Executive Diploma or Executive MBA at the iimt. 13 students started in ICT Management and three students in Utility Management. Among these students, three of them decided to start a full-time Executive MBA. That means they will do the entire EMBA within one year. Still, the majority of the participants are doing part-time studies (five course weeks a year during three years). But more and more students benefit from the flexibility of the iimt studies and integrate their programme to their daily work. In times they are less busy in their company they can absolve more courses at the iimt – in times they have lot of things to do for their company, they can drop iimt courses and benefit from the suppleness.

In the year 2010, 82 lecturers from different countries actively took part in the iimt Executive Programmes. They carried out teaching and activities (examinations, supervision of executive projects) to support the iimt’s Executive Programmes. The good mix of theory and practice is taken as granted through the participation of scientific lecturers (44% of all lecturers are from Swiss and international universities) and experts from the industry (56% of all lecturers work in national or international companies and organisations).

Due to the location of the iimt premises and the course rooms in the same building, the organisation of the course weeks and all the events during the academic year (class outing, year end apéros), facilitated a team spirit and networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network.

Award of the EMBA and Executive Diploma degrees
On the 5th of November 2010, the iimt awarded thirteen Executive MBA degrees and one Executive Diploma. In accordance with the study regulations, the candidates have successfully completed their studies and submitted an Executive MBA or Executive Diploma project that was approved by their project supervisors. These graduates are now members of the iimt Alumni Network. The iimt Award Ceremony was combined with the iimt Leaders Lunch. More details about this event can be found in the Marketing section of this report.
Best Papers, Executive MBA & Executive Diploma Projects

Best Paper

For the Best Paper Award 2009, six of the published books in 2010 had the chance to win the prize. The committee, which is composed by representatives from the industry and the academic world, evaluated the books according to the topicality, the academic aspect, the overall impression, and the connection to the domain of ICT or Utility, the interest of the target audience and the global interest of the publication. The committee decided concordantly which book shall win the Best Paper Award 2009:

In the category Executive Diploma:
Rothärmel, Stefan (2009):
«Google’s Android – A Disruptive Innovation? »

In the category Executive MBA:
Styger, Thomas (2009):
«Economic Value of Disloyal Customers – A Qualitative Analysis»

List of all Executive MBA Projects in 2010

Balsiger, Jürg (2010):
Global Data Center Strategie – Entscheidungshilfe zur Datenhaltung im Ausland und zur Wahl des Standortes

Berta, Peter (2010):
Die Weiterentwicklung des Swisscom ICT Vor-Ort-Supports für Privatkunden

Eglin, Maurice (2010):
Strategic Portfolio Management – In Civil and National ICT Market

Egy, Daniel Georg (2010):
Power Plant Projects in Russia – Assessment of Russian Market Specifics and Discussion of Suitable Business Models for a Successful Execution

Lengacher, Stefan (2010):
Roaming 2.0 - Business Opportunities in the Clash of Telcos and Webcos

Leproux, Grégory (2010):
mHealth remote monitoring services - Strategic options for mobile operators

Marty, Daniel (2010):
Global Data Center Strategie - Entscheidungshilfe zur Datenhaltung im Ausland und zur Wahl des Standortes

Mauron, Frédéric (2010):
Compensation du CO2 de la production d’électricité en Suisse

Mauron, Jacques (2010):
Approvisionnement électrique de la Suisse 2030 - 2050: Investir aujourd’hui dans la technologie la plus rentable demain

Odermatt, Markus (2010):
Erfolgreiche M&A-Transaktion in KMU

Renfer, Stefan (2010):
Roaming 2.0 - Business Opportunities in the Clash of Telcos and Webcos

Schwab, Stéphane (2010):
Which information convergence for tomorrow?

Solomita, Bernhard (2010):
Wirkungszusammenhänge zwischen staatlichen Rahmenbedingungen und Wettbewerb im Schweizer Mobilfunkmarkt

List of all Executive Diploma Projects in 2010

Ortega, Alejandro (2010):
The Long Tail
Executive Programmes 2010 - Statistics

Participants in the Executive Programmes
A total of 42 participants attended the EMBA and Executive Diploma classes’ level 1 to 3 in 2010. Furthermore, ten persons participated in Executive Specialised Modules or Specialised Courses.

Entry survey 2010
As with every intake, an entry survey was also done in 2010. This entry survey gives information about personal and professional data of the new intake. The statistic below shows the choice of the iimt programmes in 2010.

More men than women take part in the iimt courses. In 2010 93% of the new students were male and only 7% female. The average age of the new students in 2010 was 37 years.

The average work experience was 7 years. 50% had a higher education in engineering, 33% in economics and 17% named a higher education in other sectors.

![Study programme new students 2010](image1)

![Students with a university degree](image2)
Executive Programmes 2010 - Statistics
At the beginning of their studies, 11% of the participants occupied a position in the top management, 44% in the middle management and 45% in the lower management.

Fig. 3: Current position in management

7% were working in the field of “Network Management and Support” as well as in the fields “Education & HR”, Research & Development” and “Controlling & Financial Management”. 14% were working in the field “Information Management and Software Applications” as well as in the field “Production & Services”. 36% were working in the sector “Marketing Management and Sales”.

To the question why they began further studies in ICT or Utility Management, 26% answered that they wanted to stay up-to-date and retain their market value, 42% answered that they wanted to enhance their career opportunities, 26% mentioned a personal need of further education, another 5% said that their employer suggested it. 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.

Fig. 4: Why further education in ICT/Utility Management
A final survey was conducted after the graduation of the students in November 2010. The final survey provides information about changes in the personal and professional environments of the new iimt graduates.

Since the beginning of their studies at the iimt, 75% of the graduates changed their professional position.

Out of this subset, 33% got a promotion, 8% changed employer, 42% have a job in a new field of work, and 78% answered that the iimt Executive Programmes contributed to this change.

The importance of the teaching methods shows that the lecturers are very important for the students.
The majority of the students were satisfied with their choice of the iimt Executive Programmes. The expectations were fulfilled and they would recommend the iimt.

![Expectations concerning the studies fulfilled](image1)

![Recommendation of the iimt](image2)
Partners & Associations

Platinum Partners
The collaboration with our two Platinum Partners Groupe E and Swisscom AG still enables the iimt to provide high quality research and education programmes. Both companies are making use of the iimt Executive Programmes for their collaborators. Furthermore, well known personalities from Swisscom AG take on the role of lecturers and talk about their daily business. Both companies were participating at several events, such as the iimt Leaders Lunch (Award Ceremony).

Silver Partners
There were no changes in the category of Silver Partners during the year 2010. The iimt could further count on last year’s partners:
- Banque Privéé Edmond de Rothschild S.A.
- excelsis
- revendex
- swissgrid
- Valiant Privatbank AG

Bronze Partners
The iimt is very happy to be able to count on two new Bronze Partners. With the aim of a research cooperation Microsoft joined the iimt network. Additionally we could sign a contract of partnership with Axpo (Axpo Energy Academy) which offers a training programme called “Open Electricity Market”. The aim of this collaboration is to exchange know-how and offer customer oriented and competent further education in Utility Management.

Gold Partner
In 2010, the iimt could sign a new contract of partnership with IBM Switzerland. The focus of the collaboration is a new project called SWING (SWiss INnovation potential @ e-Government). The goal of this project is to promote the development and availability of eServices in the Swiss government. A central aspect of SWING is to enhance the communication between businesses, governments and communities on the basis of eCollaboration and eParticipation. The project lasts three years.

Further abiding partners in the fields of ICT and Utility:
- asut
- Campana & Schott GmbH
- efmd
- eif – Ecole d’ingénieurs et d’architectes de Fribourg
- Electrosuisse
- GITI - Groupement des Ingénieurs en Technologies de l’Information
- ITU – International Telecommunication Unit
- IT-Valley Fribourg
- Münchner Kreis
- PMI – Project Management Institute Switzerland Chapter
- Swisspower – creating energy solutions

Media Partners
The iimt could further count on last year’s partners ICT in Finance and ICT Kommunikation. ICT in Finance belongs to the Zurich publishing house Profile Publishing GmbH and is published four times yearly. ICT Kommunikation is published ten times a year with a circulation of 10’200 copies. The journal belongs to the publisher Kapi-Media.
iimt Activities - Marketing & Communication Activities

Events
During the year 2010, the iimt organised and participated at several events to increase its reputation, its level of popularity and to acquire potential students, lecturers and partners. The main goal of these events was the positioning of the iimt as a competence center in ICT & Utility Management as well as to strengthen and enlarge its network.

ICT Networking Party - 21st January 2010
ICT Switzerland and especially Fritz Sutter invited top-players from the ICT sector, politicians, industrialists and researchers for a get-together: the legendary ICT-Networking Party. More than 1100 people came together in Berne. The arena of the Kursaal in Berne was completely sold-out and networking was the motto of this evening. The iimt was again host of a table, and invited people from EMC Montena, finnova, BT, excelsis, Business Technology, Landis & Gyr, Orange Communications, and Swisscom. In a relaxing and amusing atmosphere hosts and guests started with a common aperitif. Once all participants were seated and introduced to each other, the second part of the evening continued with different speeches from Ruedi Noser, Ludwig Hasler and Franz Jaeger. As all duties and responsibilities were distributed, the “CDO’s – Chief Dim Sum Officers” and “CBO’s – Chief Beverage Officers” edged off to get food and drinks for the other guests. After the common dinner and interesting discussions, the intermezzo show act took place.
Birgit Steinegger alias Elvira Iseli shared her impression with the audience about a world with and without ICT. The official part of the ICT-Networking Party ended with a dessert buffet and the traditional “Biergarten”.

CTI Plenum - 19th May 2010
The CTI-Plenum 2010 (The innovation promotion agency) took place at the iimt. Approximately 80 people joined the event in Fribourg. First, Dr. Ingrid Kissling-Näf presented the past and upcoming highlights. Subsequently Dr. Ursula Renold, Director of the Federal Office for Professional Education and Technology (OPET), Walter Steinlin, new president of CTI and Spyrodon Arvanitis from the KOF Zurich acted as speakers.

asut Seminar - 10th June 2010
The Swiss Telecommunication Summit, an important event for the ICT industry, took place on the 10th June 2010 in Berne. Once again, the number of participants increased and the “Arena” was fully booked. This year’s motto of the event was “Think Global – Act Local”. ICT-experts, managers, politicians and many more enjoyed the attractive programme. But more important was the comfortable atmosphere and the opportunity to network. During the breaks the participants had the possibility to argue about the lectures and to pass the time in the several lounges and expositions. In addition, some exhibitors arranged competitions, where the participants could win attractive prizes.

The Swiss Telecommunication Summit offered a good promotion possibility for the different companies. The iimt also promoted its Executive Programmes, acquired new students and partners and met present and former students, all active in the ICT-world.

Powertage 1st - 3rd March 2010
Members of the Utility world met during the “Powertage” in Zurich. The Powertage are organised in a two years rhythm and are a successful mixture of different forums where hot topics are discussed with top speakers as well as an exposition with presentations of new products and innovations. Specifically in liberalised markets, challenges for companies and their co-workers lie ahead. The Powertage afforded the opportunity to get in contact with specialists and experts in this field and to share opinions. During the exposition, the iimt presented its Executive Programmes which are specialised in Utility Technology.
Social Event - 19th June 2010
During every summer, the iimt is happy to bring students, lecturers, members of the iimt alumni network, subject area coordinators, council members, partners and iimt-staff as well as their families together. A total of 80 participants (47 adults and 53 children) were registered, to test the new chocolate theme park in Broc in Fribourg.

The participants were divided into four groups for a guided tour. This tour through the world of cocoa started in “South America” by the aztecs and got to Europe, were in 1819 François-Louis Cailler discovered a new blend of cocoa beans and sugar rolled together. He brought it to Switzerland and founded the first chocolate factory in Switzerland.

The participants were able to see the old factory with the treadmill for chocolate and after a detour into the old archives of Cailler, everyone could finally indulge in the tasting pleasure. After visiting and eating the delicacies, the team moved to the apéro in the “hôtel de ville”. It was an amusing networking event in an unconstrained atmosphere.

iimt Leaders Lunch - 5th November 2010
On the 5th of November 2010, the iimt launched its annual Leaders Lunch for the second time. The new look was proven last year. The “nuithonie” in Villar-sur-Glâne was “the place to be” on this day. Special to the occasion were Graduates in «Executive MBA in Utility Management». After the graduation ceremony the restaurant ‘le souffleur’ offered a variety of culinary delights for lunch, where every body took the chance to network.

The highlight of the afternoon was a high class panel discussion about “Challenges of Corporate Communication in a Competitive Market”. The speakers were: Philippe Virdis & Laurent Widmer (groupe e), Matthias Graf (Ringier), Barbara Josef (Microsoft Switzerland) and Susanne Ruoff (BT Switzerland). Prof. Dr. Louis Bosshart (University of Fribourg) led through the discussion.
External Events
In 2010, the iimt participated at the following external events

- Swiss Electricity Congress, 12.+13.01.2010, Berne
- Presentation Swiss Energy Expert, 21.01.2010, Berne
- Microsoft Praxistag, 27.01.2010, Berne
- Mobile Monday, 01.02.2010, Fribourg
- Carriers Lunch, 19.02.2010, Geneva
- Info Society Days, 08.03.2010, Berne
- ETG Conference, 31.03.2010, Olten
- BrandNew-Talk, 22.04.2010, Zurich
- Intercai Customer Event, 05.05.2010, Berne
- Electrosuisse General Assembly, 06.05.2010, Interlaken
- VSE General Assembly, 06.05.2010, Interlaken
- asut General Assembly, 07.05.2010, Renens
- SCNG Meeting, 21.05.2010, Fribourg
- VHB Pfingsttagung, 25.-28.05.2010, Bremen
- Delivering L&D Development, 05.07.2010, Cambridge
- Open Days EIF, 10.09.2010, Fribourg
- Swiss Electric Research Award, 16.09.2010, Berne
- asut Kolloquium, 17.09.2010, Berne
- ETG Conference, 07.10.2010, Fribourg
- eGovernment Symposium, 09.11.2010, Berne
- Swiss ICT Forum, 18.11.2010, Lucerne

Information Sessions
To acquire students for the iimt Executive Programmes, and to get in contact with potential partners, the iimt organised several Information Sessions in Switzerland. The Information Sessions took place in the capital cities in Switzerland namely Berne, Zurich, Lausanne and Fribourg.

During the Information Session the iimt, its activities and the variety of educational programmes were presented. Furthermore, interested people have the opportunity to ask all their questions regarding a study programme at the iimt.
iimt Activities - Marketing & Communication Activities

Media Presence

Press Releases
In 2010, six press releases in German as well as in French with the following topics have been sent to the Swiss media:

- Walter Steinlin, new president of the iimt institute council
- Axpo, new cooperation partner
- IBM Switzerland, new research partner
- ECUST Shanghai, new cooperation partner
- Leaders Lunch / Award Ceremony, 5th November 2010
- Petra Heumesser, new head of executive programmes

All press releases were published by the Swiss press, some in print and others in electronic version.

iimt Newsletter: eSignal
Distributed regularly over the year 2010, the iimt Newsletter eSignal has been sent four times to approximately 2000 persons of whom the iimt world is composed of. Content components of the iimt eSignal were events, projects or news about our partners, the iimt Executive Programmes, the Chair of Management in ICT, the iimt University Press and the institute itself.

Website www.iimt.ch
The website is an important communication and marketing tool and shall be a platform with helpful and supporting information and news to all persons of whom the iimt world is composed of. Therefore, the iimt decided to redesign the website. Besides the new layout, the structure has to be changed. The navigation shall become simpler and clearly represented. The changes will be made in the beginning of 2011. The site “University Press” is still under revision.

Portraits and Editorial Articles
Throughout the year, 16 portraits and five editorial articles were published in various newspapers, magazines and online portals of the French and the German speaking part of Switzerland, from both the ICT and Utility domain:

- Alpha Kadermarkt
- asut (Newsletter / Bulletin)
- CRUS
- Energie Revue
- Handelszeitung
- ICT in Finance
- Karrierejahrbuch
- Study Portals
- Success & Career
- Swiss Engineering
- Unireflets

Advertisements
46 advertisements regarding the iimt, the Executive Programmes and Information Sessions were placed throughout the year in the following newspapers, magazines and newsletters:

- asut
- Electrosuisse/VSE Bulletin
- Energie Revue
- GITI
- Handelszeitung
- ICT in Finance
- ICT Kommunikation
- Masterportal
- Swiss Engineering
- Swiss Innovation Guide
- VSE Jahreskalender
Chair of Management in ICT

Teaching Activities

Strategic Project Management
Master of Arts in Management & Information Management, Spring Semester 2010

“Strategic Project Management” is a Master course taught in German but with a written documentation that is entirely in English. 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.

Following the PMBOK Guide, the nine knowledge areas which encompass integration management, scope management, time, cost and quality management as well as human resource and communication management and finally risk and procurement management were covered. Since the course tried to avoid the ivory tower by integrating industry in the course as well, several project managers from a wide range of firms animated the lectures with their presentations.

Highlight of the course was the one-day presentation of Christoph Dahlem and Dr. Bernhard Kessler from Revendex. They showed to the students what project management really means and how it is applied to practical projects (www.revendex.com).

The overall feedback of the course was thoroughly positive. This cannot only be seen by looking at the high number of participants (26).

Management of Information Security
Master of Arts in Management & Information Management, Spring Semester 2010

This Master course aims at providing the students with the necessary and practical aspects of the topic information security. Information security and the occurrence of critical cases of damage becomes more and more a question of survival for enterprises and organisations. The students gain an overview of the state-of-the-art – from information security policy to information security deployment. Topics of this course are information security standards, measurements, data protection, as well as practical approaches. The students have to accomplish a case study in a team.

Management in the Energy Sector
Master of Arts in Management & Information Management, Autumn Semester 2010

This newly offered Master course aims to build up the students’ competencies in planning and controlling of enterprises acting in the energy sector. Due to liberalisation, a rethinking has to take place also on management level. Key words are: market-orientated competition in infrastructure networks, security of electricity supply as a constraint, technological change by the invention of smart grids.

Highlights of the course were the presentation of Matthias Rauh from Horváth & Partners and the wide variety of presentations of the students.
Chair of Management in ICT

Bachelor & Master Theses
In 2010, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

Master Theses
Theiler, Jan (2010): Standards im Projektmanagement
Herzog, Tobias (2010): Online Focus Group 2.0 – A recommencement using Desktop Videoconferencing

Seminar Theses
Boschung, Jeannine (2010): Zukunft der Wasserkraft
Carrel, Jeremie (2010): Stromproduktion durch Wasserkraftwerke
Dietrich, Aline (2010): Reputationsmanagement von Energiekonzernen im Vergleich
Drobnjak, Aleksandar (2010): Die Endlagerung des radioaktiven Atommülls
Esperance, Dalio (2010): Wettbewerb im Energie-Sektor, Vor- und Nachteile für Konsumenten
Fasel, Simon (2010): E-Mobilität als Chance für die Schweizer Stromproduzenten
Hoefliger, Matthias (2010): Energiedatenmanagement am Beispiel der Swibi AG
Kirsanova, Elena (2010): Versorgungssicherheit bei verschiedenen Energieträgern
Neuhaus, Roger (2010): Kostenrechnung der Verteil- und Übertragungsnetzbetreiber
Oertli, Raphael (2010): Auswirkungen der AKW-Laufzeitenverlängerung in Deutschland
Reichlin, Bozana (2010): Die EVU’ stehen vor der Herausforderung “Marken”
Willisch, Christoph (2010): Kostendeckende Einspeisevergütung (KEV)
Ziaeian, Yassamin (2010): Effiziente Nutzung von Energie
Zweifel, Raphael (2010): Auswirkungen der Strommarktlabilisierung auf das CRM

Executive MBA Theses
Berta, Peter (2010): Die Weiterentwicklung des Swisscom ICT Vor-Ort-Supports für Privatkunden
Lengacher, Stefan (2010): Roaming 2.0 – Business Opportunities in the Clash of Telcos and Webcos
Renfer, Stefan (2010): Roaming 2.0 – Business Opportunities in the Clash of Telcos and Webcos
Schwab, Stéphane (2010): Which Information Convergence for Tomorrow?
Solomita, Bernhard (2010): Wirkungszusammenhänge zwischen staatlichen Rahmenbedingungen und Wettbewerb im Schweizer Mobilfunkmarkt

Seminars for Graduates and Ph.D. Students
Parallel to the lectures at the University, a series of in-house seminars for Ph.D. students were organised in regular intervals by Prof. Dr. Teufel in the year 2010. Participants were recruited from the internal and external assistants as well as from connected institutions and organisations to present their research activities.
Research Activities
The research team aims to answer academically challenging questions in its fields of research. At the same time, it focuses on bridging the gap between theory and practice.

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

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

BizGrid
The BizGrid project is focused on a closer interaction between supplier and consumer of energy in the frame of a Smart Grid considering the aspect of business models. While technological inventions with a high operating efficiency – like smart grids – already have an advanced state of development, their cost-effectiveness and profitability need to be improved considerably in the new regulatory framework. In cooperation with the Western Swiss Universities of Applied Science and partners from industry the successful commercial implementation of such innovative technologies is aimed for.

Information Security
A project in the field of Information Security uses business processes in order to analyse and optimise information flows within and between companies and development of an Information Process Flow Engine (IPFE). The IPFE enables a company to monitor information flows, ensures data leakage prevention and helps to change business processes for information security needs. The whole system is based on source processes being modelled in BPMN 2, the successor of the current de facto standard BPMN 1. Currently, there have been four Proof-of-Concepts developed to find out the right technology to use. The IPFE uses platform protection provided by Trusted Platform Modules (TPM) and cryptographic protocols to ensure data protection within and distributed cross-company IPFE network.

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

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.


Merten, Patrick Sinclair, Teufel, Stephanie, Steinert, Martin: Mobile Business in Air Travel: Results from an explorative Workshop. Journal of Information Technology & Tourism, 12 (1), 2010

Research & Project Reports
Teufel, Stephanie: SWING - SWiss INnovation potential @ e-Government. Joint research project. Project Proposal.


Presentations
Teufel, Stephanie: Digitale soziale Medien – ihre grosse Bedeutung für E-Government. eGovernement-Symposium, Bern

Interviews
Teufel, Stephanie: iimt-Portrait, Interview within Handelszeitung

A list of publications can be found on http://chair.iimt.ch. Furthermore, dissertations as well as results from scientific surveys and other research projects are regularly published in the iimt University Press.
Chair of Management in ICT

Membership of Organisations
In 2010 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

- asut Fachkommission Ausbildung
  President of the Committee

- Excelsis Business Technology AG
  Member of the Administrative Council
  (since 2004)

- SCNG
  Special Interest Group of PMI Chapter Switzerland
  Member

- Verband der Hochschullehrer für Betriebswirtschaft e.V.,
  Member of the Board

- Golden Headset Awards – CallNet.ch
  Patron

- KPMG
  Member of the Steering Committee for the certification
  SCEsm071

- ICT Switzerland
  Member of the Commission “Education”

- ISSS: Information Security Society Switzerland
  Member

- IT-Valley Fribourg
  Founder Member (since 2000)

- SARIT
  Member

- Schmalenbachgesellschaft für Betriebswirtschaftslehre,
  Member

- SI-Fachgruppe: Security
  Member

- Münchenner Kreis
  Member

Programme Committee for Conferences & Academic Review
Prof. Dr. Teufel was also very active as a member of various programme committees for different national and international academic conferences and as academic reviewer.

ICSNC 2010 – 5th International Conference on Systems and Networks Communications. Nice, Italy, 2010. Reviewer and member of the programme committee.

ABICT’10 – Workshop Advances in Business IT. Wisla, Poland, 2010. Reviewer and member of the programme committee.


9th ISSA Conference. Sandton, South Africa, 2010. Reviewer and member of the program committee.


The decrease of the sales figures from 2009 in comparison with 2008 is to trace back to the fact that the web shop has not been set up. In the first half of 2010 the iimt tried to set up the new “iimt University Press” web shop – unfortunately, it did not work due to technical reasons. After further unsuccessful attempts the iimt decided to develop a new concept, change the software and once again set up a new web shop. The new concept was not fully implemented by the end of 2010. The web shop will be still under revision in the beginning of 2011.

Due to the non-functioning web shop the iimt sold only ten books in 2010. The “Free Books” campaign – concerning books from 2002 till 2005 – was once again successful. The first year students of the iimt were collecting almost 40 books.

According to the new web shop concept the iimt decided to discontinue printing. For various reasons (costs, time and effort) all publications from 2010 and future publications will only be available as “PDF-files for download” (www.iimt.ch/shop). The iimt will still carry out the layout and conduct the necessary international ISBN-registration procedures.

The following seven theses were published as “download-PDF” by the iimt University Press in 2010:

**Master Theses:**

**Diploma Thesis:**

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

Objectives
The iimt Advisory Board will:

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

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

Members of the iimt Advisory Board

Mr. Walter Steinlin, President
Swisscom (Schweiz) AG, Head of Outlook
KTI, President
Member since November 2009

Dr. Werner Brinker
EWE AG, Chief Executive Officer
Member until July 2010

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

Mrs Isabelle Chassot
Privy Council Canton of Fribourg
Member since 2006

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

Mr. Peter Grüschow
Siemens Schweiz AG, Executive Board
Swissgrid, Member of the Executive Board
Member since 2006

Mr. Clemens G. Jargon
Solyndra International GmbH, Managing Director
Member since 2006

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

Dr. Hans Ulrich Pestalozzi
Institute for Value-based Enterprise, President
Member until July 2010

Dr. Günter Pfeiffer
Former Swisscom, Chief Personnel Officer
Member since 2006

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

Mr. Peter Schöpfer
Avaloq, Chief Marketing Officer
Member since 2006
Organisation - iimt Institute Council

Members of the iimt Institute Council

Mr. Walter Steinlin, President
Swisscom (Schweiz) AG, Head of Outlook
KTI, President

Prof. Dr. Hans Wolfgang Brachinger
University of Fribourg
Professor
Department of Quantitative Economics

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

Mr. Marcus Madelung
Sprint
Sales Manager Europe Int. Accounts

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

Roger Notter
Swisscom (Schweiz) AG
Head of Consulting

Dr. Hans Rudolf Sprenger
IBM Schweiz AG
Director Public Sector

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

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

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

Mission
The members of the iimt Institute Council have the aim to lead the Institute strategically to success. They will direct contributions to the iimt direction and have, at the same time, the function of the controlling body.
Organisation - iimt Scientific Council

iimt Scientific Council
The iimt Scientific Council consists of the professors responsible for the subject areas. Together they are responsible for the content of the course offer of the institute.

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

iimt Subject Areas in 2010
Strategy & Innovation Management
Marketing Management
Organisational Behaviour & HR Management
Process & Excellence Management
Business Ethics
Managerial Finance
Management Accounting & Control
Information & Communication Technology
Utility Technology
Information Management & Decision Support
Law in ICT
Law in Utility
National & International Economics
Project Management

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

Prof. Dr. Marc Amstutz
Professor University of Fribourg
Law in ICT

Prof. Dr. Göran Andersson
Professor ETH Zurich
Utility Technology

Prof. Antoine Delley
Professor College of Engineering & Architecture Fribourg
Information & Communication Technology

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

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

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

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

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

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

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

Prof. Dr. Pascal Pichonnaz
Professor University of Fribourg
Law in ICT

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

Prof. Hubert Sauvain
Professor College of Engineering & Architecture
Utility Technology

Prof. Dr. h.c. mult. Norbert Thom
Professor University of Berne
Organisational Behaviour & HR Management
**Organisation - iimt Staff**

**iimt staff**

iimt staff members provide support to all Executive Programme students. They pull together the needed course packs, books, and other course material. They act as a liaison between students and institute and help in many ways that make the details of this extraordinarily challenging programme. The administrative staff welcomes feedback from current students and alumni in order to make sure the programme runs as efficiently as possible and they are always present to assist the lecturers, to give a hand when needed and to answer all questions.

The scientific team conducts research and teaching and is active in the iimt fields of research.

The aim of all iimt staff members is to be of help for all students, lecturers, customers, stakeholders, partners and members of the iimt network. The iimt staff is looking forward to stay in touch with you and to assist you in any issue.

**Members of the iimt staff**

**Management**

Prof. Dr. Stephanie Teufel  
Director

Barbara Jenni  
Head of Executive Programmes

Kirstin Stadelmann  
Head of Marketing & PR

**Administration**

Thomas Dubler (since September)  
Course Coordinator

Petra Heumesser  
Course Coordinator & Marketing Assistant

Patrick Mettraux (until April)  
Accountant

Martina Neuhaus-Achermann (since June)  
Accountant

Marianne Segessenmann  
Administrative Assistant

Tamara von Allmen (until June)  
Course Coordinator

**Marketing**

Jeannine Maget  
Marketing & PR Assistant

**Research**

Dominic Feichtner (since April)  
Junior Research Assistant

Tobias Friedl (since November)  
Junior Research Assistant

Jan Schlüter  
Research Assistant

Yufeng Shen (since November)  
Research Assistant
Organisation - iimt Commissions

**Admission Commission**  
 **Prof. Dr. Stephanie Teufel**  
 Director iimt, University of Fribourg

**Barbara Jenni**  
 Head of Executive Programmes iimt

**Prof. Dr. Philippe Gugler**  
 University of Fribourg

**Jacques Mauron**  
 Groupe e SA

**Roger Notter**  
 Swisscom (Schweiz) AG

**Best Paper Award Commission**  
 **Prof. Dr. Stephanie Teufel**  
 University Representative

**Daniel Huber**  
 Industry Representative

**Roger Notter**  
 Industry Representative

**Prof. Dr. Reiner Wolff**  
 University Representative

**Financial Commission**  
 **Prof. Dr. Hans Wolfgang Brachinger**  
 University of Fribourg

**Walter Steinlin**  
 Swisscom (Schweiz) AG & KTI

**Prof. Dr. Stephanie Teufel**  
 iimt University of Fribourg

**Students Representative**  
 **Mr. Marcus Madelung**  
 Sprint  
 Sales Manager Europe Int. Accounts

**Class Representatives**  
 **Anburajan Nainar (Intake 2010)**  
 Alstom Switzerland Ltd

**Marcus Madelung (Intake 2009)**  
 Sprint

**Reto Trinkler (Intake 2008)**  
 basis06 AG
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