Dear Graduates,

On 1st of December you received your EMBA in ICT or Utility Management. I’m sure it was not easy for you to balance with daily work, family and iimt-studies. Sometimes you went through hard times to manage all this. But in the end you passed this challenge with flying colours.

That means your iimt studies are over. But with your diploma, you start in a new period of life. Hopefully you all can benefit from your studies and remain with positive memories.

I would like to thank you for your feedback during your study time. Because of your evaluations and reports, the iimt took notice of your wishes and remarks and could implement your input. With your postgrad education you heeded the advice of John F. Kennedy:

“There is only one thing in the long run more expensive than education: no education. “

With the iimt studies you definitely did a further step in the right direction. Now, you can look back of your success and say: I achieved my aim. The iimt is glad to be able to witness this process and could support you during this time. You met a lot of interesting people and your active participation during the courses and interesting discussions have been appreciated from all lecturers. On behalf of the whole iimt world I wish you all the best for your future and hope you remain with a lot of positive memories about your study time in Fribourg.

Petra Heumesser, Head of Executive Programmes
iimt Executive Programmes

Graduates & Theses

GUISOLAN Raphaël
EMBA in ICT Management
Plan d'affaire du Net Observatory SA

HOHENAUER Jan
EMBA in ICT Management
Consumerization und ihr Einfluss auf die Informationssicherheit

HUGUENOT Bertrand
EMBA in Utility Management
Modèle d'organisation des entreprises de service public dans un environnement régulé

MASSI Nico
EMBA in ICT Management
Funktionsorientiertes Produktionsframework - Ein Modell zur Standardisierung der Produktion von ICT- Services für den KMU- Markt Schweiz

ORTEGA Alejandro
EMBA in ICT Management
Gesellschaftliche Verantwortung von Internet-Unternehmen

SCHÄKE Christian
EMBA in ICT Management
Connecting the Unconnected - An innovative business model for sustainable communications in rural areas of developing nations

SEYDOUX Malik
EMBA in Utility Management
Non-foil solution for assectic packaging

TRINKLER Reto
EMBA in ICT Management
Positionierung einer disruptiven Produktinnovation im Markt für Decision Support Systeme

VONLANTHEN Blaise
EMBA in ICT Management
ICT Risks and the Swiss Financial Industry Regulation

WITTWER Elias
EMBA in ICT Management
Net Delusion - wird die Macht des Internet überschätzt?
Best Management Summary 2011

The iimt alumni network award for the management summaries written in the EMBA master thesis goes to:

1st Prize
WITTWER Elias
«Net Delusion - wird die Macht des Internet überschätzt?»

2nd Prize
MASSI Nico
«Funktionsorientiertes Produktionsframework - Ein Modell zur Standardisierung der Produktion von ICT-Services für den KMU-Markt Schweiz»

3rd Prize
HUGUÉNOT Bertrand
«Modèle d’organisation des entreprises de service public dans un environnement régulé»

Best Paper Award 2010

Winner of the Best Paper Award (Executive MBA) 2010 is

MAURON Jacques
«Approvisionnement électrique de la Suisse 2030 - 2050: Investir aujourd’hui dans la technologie la plus rentable demain»
Guido Wokurka @ Cambridge Advanced Leadership Program

Report of a leadership development journey by Guido Wokurka (EMBA Class of 2005)

Let me invite you to a journey!
A journey into 800 years of leadership development, to one of the finest universities in the world, to very relevant knowledge, reflections what really counts, about famous pubs and into a Hogwarts-like location.

Let us start in Fribourg in 2001, at the international institute for management in telecommunication (iimt now international institute for management in technology).
I enjoyed my studies at the iimt a lot:

• Getting introduced to new relevant knowledge e.g. “how do the financial markets work” (or sometimes not work so well like at Long-term Capital Management (LTCM), which nearly brought our financial system to collapse), which provided additional insight in my daily job.
• New perspectives e.g. what stays valuable in an ever-changing world (a discussion we had in strategy management in the 3rd. year with a professor born in India, who lived many years in the UK and was then at a large Swiss bank)
• Exchanging relevant experience with professionals from a similar but different backgrounds, e.g. how to ensure execution and focus in a overloaded environment

all this in an attractive environment, which fosters professional and private contacts and networking.

I have to confess, it was not always “plain and happy sailing” and I’m sure most of those who completed her or his EMBA program, remember the ups and downs in balancing in the company, professional/academic and private life.
With the support of my colleagues, my managers and last but not least my wife I completed the EMBA and what I learned here proofed to be highly valuable for my customers, my company and myself. In the two of the next career steps it definitely made THE difference in getting the jobs and being successful in them.

So let us move half a decade forward: The opportunity to participate in the 3 week Cambridge Advanced Leadership Programme (ALP) directly resonated with me. Also the perspective to unlock “several centuries of leadership development experiences” for myself increased the attractiveness. Due to the strong support of the iimt and its exchange program only two challenges were left: to convince my employer and my family that 3 weeks off would be a worthwhile investment for them. My kids where fully supportive, when I told them that I will go to a school like “Hogwarts” (the School of Witchcraft and Wizardry in “Harry Potter”) to learn about topics I could hardly learn somewhere else; who would like to stay a “muggle” if he can learn how to be a “wizard”? Also my wife, a medical practitioner, supported me; her only condition was in exchange for the commitment to join for the annual family reunion, which took place at one of the weekends in Hanover during the 3 week program.

My peers and Human Resources (HR) fully supported me with the idea of going to Cambridge, one of them having studied herself here, and finally I also got the buy-in of my two managers to leave the company for 3 weeks to join the ALP. So it is now my pleasure to bring you back the highlights and some of my discoveries from the Cambridge ALP, like Tonja Erisman did from China in one of the last editions of the newsletter.

So let us look back for many centuries: Let’s start with a brief historic overview (and some brand marketing) since history seems to be always present in Cambridge anyway: The University of Cambridge was founded in 1209 and is one of the oldest universities in the world; in comparison the University of Basel, the oldest university in Switzerland, was founded in 1460 around 250 years later. Academically Cambridge ranks as one of the top universities in the world and according to Wikipedia “Graduates of the University have won a total of 61 Nobel Prizes, the most of any university in the world”. 

Interestingly the Judge Business School was founded, like the iimt, rather late in the 1990s. I learned later that within the first 700 years of the University only 4 spin-off companies where founded, with the Cambridge University Press and the Cambridge Certifications also two successful ones. In the last 50 years several companies like ARM with more than 1 billion British Pound Market capitalisations have been founded out of the University and so improved the economic situation of the whole Cambridge area in the last decades from average to very good.

So let us focus on the present:
The Advanced Leadership Program in Cambridge covers a lot of different aspects including

Getting introduced to relevant experience and knowledge about Leadership in different areas:

- Business: Entrepreneurship, founding company and success criteria in investing, intercultural turnarounds
- Politics: The value of social capital and networks, what a good team can cover and what not, different leaderships styles from Thatcher to Blair
- Sports: teambuilding for high performance, how to handle “insecure overachiever”, to un-learn what you made successful until now
- Music: How to create passion, orchestration and setting the tone and as overarching topic how to “make your vision a reality”.

Additional perspectives e.g.

- Coaching: Based on a 360-degree leadership assessment instrument – the Global Executive Leadership Inventory (GELI) – group coaching was used to identify strengths and development areas and develop an action plan. Here the excellent coaches and the mature structure of the process was outstanding. My personal action was to write the “speech for my 80th. Birthday”, which is still several decades ahead and nevertheless, provides a frame work what really counts. Also the follow-up call several months later in the group with the coach was of high value to ensure that lessons learned are transferred into the daily job.

- Health action plan: A fitness trainer and a medical doctor spent the first of the three weeks with us. Sport session specially designed for managers, a detailed health check and a health action plan with follow-up made this also very valuable for me. I did swimming, short and middle distances, as competitive sports when I was in school and in university and later, in my professional career, I focused more on other activities. Here the ALP gave me a strong reminder about the value of an proactive approach to health. I practice TaiChi since then (again) twice a week and I also got my nutrition from soft drinks and large volumes of coffee towards water and two cups of coffee a day at maximum.

Exchanging relevant experience with international business leaders

The group was very international, covering also China, India, Brazil, Africa next to Europe and the US, and in additional also very senior with participants having roles up to CEO and board members. Here also in the more private sessions, leveraging the famous Cambridge culture (Concerts, Church Services, Pubs,...) , many were valuable reflections took place about the balance of organisational/professional life towards private life and what in each really counts.

Looking back the Cambridge ALP exceeding my already high expectations and there were also many “surprise and delight”-moments in it. Please find a selection list of them and some lessons learned as take-away:

So if you enjoyed the executive MBA and it supported you in your professional and organisational career, I can highly recommend the Cambridge ALP as next step in Advanced Leadership Development.
Lessons Learned from the Cambridge ALP

1. A good supporting team can cover nearly everything for a leader; the main exception is giving clear direction (reflections of an English Lord on 12 years working for Thatcher, Major and Blair)

2. Building social capital in an organisation is an excellent basis for future success. What makes leaders successful in their career already includes the reason for their decline later (Case studies Lyndon B. Johnson and Margaret Thatcher)

3. The key element of success for a technology start-up is a “five-star wizard” (reflections of a serial-entrepreneur)

4. Companies and their marketing department have the capacity to create a solution and push it into the market, which is not creating significant customer value, just to utilize their R&D resources. (Founder and CEO in the telecommunication industry)

5. You need to define what success means for yourself (Indian non-executive board member)

6. Follow your heart; stay hungry, stay foolish (reflections of a very successful high school drop-out in the Stanford commencement speech 2005)

7. Win the first movers, then the fast followers and then cross the chasm (lessons learned from a change management simulation)

8. Watching and support your kids in growing up is one of the best things life has to offer; don’t miss it! (South African general manager and former “corporate warrior”)

9. TED conferences (www.ted.com) are a very valuable source of innovative ideas (e.g. Benjamin Zanders about passion for music)

10. Innovations is about transferring “knowledge into money” compared to inventions (“transferring money into knowledge”) (Basis of the success in the “Cambridge Cluster” sometimes referred to as “Silicon Fen”)

Author: Dr. Guido Wokurka

Dr. Guido Wokurka (EMBA class of 2005, iimt best paper award) is a Director at SAP, heading Business Consulting in Western Europe and Member of the Extended European Leadership team for SAP Consulting. He worked with most of Europe’s top ten telecommunication service providers over the last ten years and published several articles on Business Transformation Management. He is member of the SAP Business Transformation Academy and can be reached at guido.wokurka@sap.com.
Project Management

For the first time in the iimt EMBA program we held a one week project management course. Despite being apprehensive to expose the students for too long to project management issues, the common feedback was “it passed so quickly”. The guarantor for success was Mr. Jean Binder who is a certified PMP (Project Manager Professional) from the PMI (Project Management Institute) and an award winning business author. He created a judicious and comprehensive schedule, using the PMBOK® framework as a basic reference model. This internationally recognised standard for managing projects provided the students with a theoretical basis including the phases: initiation, planning, executing, monitoring & controlling, and closing. Mr. Binder utilised practical exercises in an excellent manner and over the week flipchart pages stringed together throughout the classroom walls. This interactive approach was responded to well and passionate discussions occurred. Engaged by this energetic environment, students adopted the PMBOK® to their individual work life and shared their thoughts and experiences.

Besides the common project management themes, this course offered additional perspectives and experts. Mr. Gardiner, professor at the British University of Dubai, gave insights of risk management and building strategic resilience into a project life cycle. The second reputable expert was Mr. Rider, Director of SITA, who presented competencies and skills of an effective project manager as well as the alternatives for projects in dire straits. Finally, Mr. Binder zoomed out from a single project perspective and took a look at the “big picture” represented by the subjects of portfolio and program management.

In conclusion, the week can be summarised by a statement of one student: “I thought you can use it just for large projects, but I recognised that you can adopt it to small projects too”.

iimt Masterclass

“Brands & Emotions” was the topic of the second iimt Masterclass which took place the 10th of November at the iimt. Olivier Quillett, Head of Strategic Marketing at Swisscom AG since 2010, shared with the participants his key factors about brands and why these brands are, or should be linked with emotions.

Branding is certainly a middle- to longterm and enduring process. But is a strong brand also a must for a company? And are there any recipes for success? Companies are well advised to first of all build on products and then get the emotions which are connected to these products. One of the late-breaking questions was of course the impact of social media activities and if social media change anything. In summary companies and brand managers have to admit, that social media doesn’t change anything, but everything is getting more transparent and activities are getting faster every day.

Olivier Quillett’s speech based on his experience and observations within Unilever, Hoffmann LaRoche and Nespresso industries ranging from consumer good to luxury and services. This iimt Masterclass was organised in cooperation with the iimt Alumni Network.

About the iimt Masterclasses

The iimt Masterclasses are short guest lectures with a specific topic. The Masterclasses are free of charge and open to all interested persons. Furthermore not only the topic should be in the main focus, the iimt Masterclass should also be a possibility to meet other professionals attending and to network.

More information is regularly available on www.iimt.ch
Next courses

Also in the next year we offer an interesting course program. We start in the 2012 course session with Strategy & Innovation Management and Marketing Management. Would you learn about different tools of strategic analysis, core capabilities and sustainability and Industry dynamics of technological innovation? Or are you more interested in Marketing Instruments, Marketing Research and International Marketing Mix? Then join our next courses and profit from the huge experiences of our top speakers of the business world.

Strategy & Innovation Management

Module 1: 9th - 11th January 2012
Introduction to the concept of strategy, the tools of strategic analysis, market based and resource based, the nature and sources of competitive advantages

Module 2: 16th - 18th January 2012
Achieving a competitive advantage in different industry contexts, Core capabilities and sustainability, Corporate strategy aspects

Module 3: 23rd - 25th January 2012
Industry dynamics of technological innovations, Formulating a technological innovation strategy, Implementing business model innovation strategy

Speakers:
- Prof. Dr. Michael Barrett - Innovation & Strategy, University of Cambridge
- Dr. Martin P. Everts - Head of Corporate Development, Axpo AG
- Dr. Peter Mc Namara - Academic Director of the MSc Business, University College Dublin (UCD)
- Prof. Dr. Simon Peck - Business Policy, Case Western Reserve University, Cleveland
- Dr. Martin Schmatz - Systems Research, IBM Research Zurich
- Prof. Dr. Stephanie Teufel - Director, iimt, University of Fribourg
- Christian Martin - General Manager, Cisco Systems GmbH Switzerland
- Peter Waser - General Manager, Microsoft Services - Western Europe
- and further top speakers

Marketing Management

Module 1: 12th - 14th January 2012
Introduction to Marketing & Markets Marketing Research, Marketing Objectives Marketing Strategies

Module 2: 19th - 21st January 2012
Marketing Instruments (Product, Price, Place, Promotion), Marketing Implementation, Marketing Controlling

Module 3: 26th - 28th January 2012
International Markets & Strategies, International Marketing Mix, International Market Selection, Importing & Exporting

Speakers:
- Prof. Dr. Marc Fetscherin - Rollins College, Crummer School of Business; Harvard University, Asia Programs
- Prof. Dr. Sascha Götte - Management & Marketing, Lucerne University of Applied Sciences & Arts
- Thomas Grom - Vice President International Marketing, Medela AG
- Clemens Jargon - Chairman & President EMEA, Solyndra International AG
- Lars Losinger - Senior Advisor to the Board, Mavericks7
- Dominique Mégret - Head of Corporate Venturing, Swisscom AG
- Joannis Mourouzidis - Mobile Solutions Manager, Microsoft Schweiz GmbH
- Markus Raschke - Product Innovation, Lucerne University of Applied Sciences & Arts
- Dr. Johannes Schimmel - CEO, Swisspower Services AG

Course fee: CHF 5100.- (for 3 modules)
Location: University of Fribourg
Course language: English
Welcome to our new staff members

Alain Boschung
2nd November 2011

Alain Boschung is working as an Accountant, taking over Martina Neuhaus-Achermann’s activities.

Growing up in St. Silvester, a small village in the district of Sense, Alain has done his apprenticeship in the municipal administration of Rechthalten, where he has seen almost all of the areas of a normal administration. Afterwards he decided to start his bilingual professional maturity at the professional school of Fribourg besides his 50% activity at the iimt.

In his free time, Alain likes to shoot with the assault rifle in the rifleman company of St. Silvester, plays floorball for the TSV Rechthalten and enjoys skiing with friends at Blacklake.

Manuela Buschs
1st December 2011

Manuela Buschs is working as Course Coordinator, taking over Thomas Dubler’s activities. She will be responsible for the coordination and organisation of the iimt’s executive courses.

In 2010 she completed her commercial apprenticeship including the maturity at a secretariat of a school in Fribourg. After this education Manuela wanted to gather more work experience. Therefor she took over the administration and organisation of the school material of all professional schools of Fribourg.

Because of her delight for the English language and the curiosity exploring the american culture, she went for six months to Santa Barbara and reached in the end the Cambridge Advanced Certificate. Having finished this language stay she made an internship at a travel agency to enlarge her touristic knowledge.

Luckner St-Dic
1st December 2011

Luckner St-Dic is working at the iimt as a research assistant beginning in December 2011.

Luckner grew up in Haiti and went to University in Belgium where he obtained a college certificate in Commercial engineering, a Master in Management Science and Graduate diploma in E-Commerce respectively at the Institut Catholique des HEC, Catholic University of Louvain and Boston University.

His main professional career was in Management of Information Security, Risk Management and auditing of Information Systems both in consulting services and industry sectors.

Luckner is looking forward to obtain his PhD at the chair of Management in ICT.
Digital social media heralds a paradigm shift

According to a recent study, the future of private banking will be strongly shaped by the internet and digital social media (DSM)¹. This statement not only applies to the banking sector but also to other industries, such as the energy sector. We will all be constantly confronted with new communication channels. These need to be assessed and integrated into business communication structures. Here, the following motto applies: Actively participate and influence rather than be influenced. In this sense, active Swiss companies include Swiss International Airlines, Migros or Swatch. Companies which are close to their end customers in particular have already recognised DSM as an important tool. For the finance service sector, this is still in its beginning stages.

Digital social media is changing relationships with companies, and between companies and customers/employees. The traditional “to-you relationship” needs to be transformed into a future-oriented interactive “with-you relationship” thereby viewing customers as equal partners. Through this paradigm shift, the customer can serve as a barometer of public opinion and a provider of ideas for the company. Dialogue and interaction coupled with a high degree of transparency are key factors to this.

In order to achieve transparency, suitable internal and external structures, especially competent organisational units, must be created. This requires a consistent and comprehensive DSM strategy, which must also include a DSM culture.

Digital social media forms a highly dynamic environment to which the top management must divert attention in order to define a suitable DSM strategy. Appearances in the appropriate media and networks must be maintained by a competent organisational unit. New functions such as the CIL (Chief Information Listener) or the CII (Chief Information Influencer) will be necessary. Employees must be prepared and trained well with respect to DSM operation especially in terms of data security and protection. The aim of DSM operation must be to keep all appearances and every application of DSM up-to-date and alive. The paradigm shift may be positively accompanied by a suitable DSM culture. Here, the DSM culture is the result of individual and group-specific values, standards and knowledge base which influence the behaviour while interacting with digital social media. Initial reflections and scientific approaches for developing such a culture already exist.²

² Project SWING at iimt, University of Fribourg

Consideration

A Case Study of Vodafone’s ongoing business transformation project “Evolution Vodafone”, which has given the global communications company a future-proof business model that saves money and invests in innovation.

Reference
The iimt congratulates Susanne Ruoff
iimt Alumni member

The Executive Board of the Swiss Post nominated Susanne Ruoff as the new CEO. Susanne Ruoff obtained an Executive MBA in ICT Manament at the international institute of management in technology (iimt) of the University of Fribourg and is member of the Alumni Network.

The iimt would like to congratulate Susanne to this change of job and wishes her all the best and plenty of fulfilment in this new position.

In Memory of Prof. Dr. Hans Wolfgang Brachinger

It is with deepest dismay that we must announce that our member of the Institute Council and good friend Prof. Dr. Hans Wolfgang Brachinger passed away.

In the end of October 2011, he died after a long illness. Shocked and with great sadness we lose a good friend. Prof. Dr. Brachinger will be forever in our thoughts. We extend our sincere support to his friends and family.

Did you know?

Average water consumption in private household

162 liters per inhabitant and day

- Flush 29.5% / 47.7 l
- Have a bath / a shower 19.6% / 31.7 l
- Clothes washer 18.6% / 30.2 l
- Cooking / drinking / washing the dishes 15% / 24.3 l
- Personal hygiene / washing the hands 12.8% / 20.7 l
- Dishwasher 2.2% / 3.6 l
- Other 2.3% / 3.8 l

Source: http://www.trinkwasserzug.ch/wasserbrauch.html