The impact of the networked society of the working environment and education

The networked society significantly changes the Swiss working environment. The Web and the Society mingle with each other. A new generation of employees needs to be integrated. Graduates - before and after the Bologna Reform – meet each other. Not only employees but also employers must handle these new requirements and challenges. Thus companies must adjust so that hierarchies are no longer accepted per se. Managers must constantly prove that they fulfil their claim of leadership. Moreover young employees are brought up in a world with almost unlimited options and choices. They do not feel bonded to an employer, but offer their labour power only for a project’s duration. Thus their loyalty is limited to the project time. Finally for the new generation the work-life balance is very important.

In addition to these challenges, the employer should not forget that their employees have not only other perceptions but also other educational programmes and degrees. Two generations coincide. A harmonisation has taken place in recent years. In the meantime the employers are able to evaluate and integrate the new Bologna degrees in their internal formation program. It has shown especially that an increased modular structure of the formation program is successful.

Furthermore graduate degree programmes can help to adapt the different basic formation programmes and facilities and leads to a merger of the generations in terms of knowledge and skills.

Extract of an article of Prof. Dr. Stephanie Teufel in the asut Bulletin
Next Courses

In November we already have our last course weeks for this year. However we again prepared an interesting programme for the courses. We have the pleasure to welcome top speakers. During three weeks you have the possibility to visit courses in Law in ICT Management or Utility Management. Furthermore we offer National and International Economics. This lecture is based on the classes of the famous Prof. M. E. Porter. Finally in November you can learn everything about Project Management. We are looking forward to seeing you in our courses.

Law in ICT Management and Utility Management

**Module 1**: 5th - 7th November 2012

**Module 2**: 12th - 14th November 2012

**Speakers:**
- Dr. Mathis Berger, Attorney at Law, Nater Dalafior Rechtsanwälte, Zurich
- Prof. Dr. Michel Heinzmann, Ordinary Professor of Civil Law, Universty of Fribourg
- Dr. Michel Jaccard, Attorney at Law, id est avocats, Lausanne
- Prof. Dr. Walter Stoffel, Ordinary Professor of Commercial Law, Competition Law and International Private Law, University of Fribourg
- and more top speakers

National & International Economics

**Module 1 - Competition:**
8th-10th November 2012
Antitrust and Regulation: Competition Policy / Anti-competitive Behaviours / Regulation, Deregulation Privatisations / Regulation of Network Industries

**Module 2 - Microeconomics of Competitiveness (MOC) in cooperation with Harvard Business School:**
15th - 17th November 2012
Determinants of Competitiveness viewed from a Bottom-up, Microeconomic Perspective / Role of Clusters / Role of Private and Public Sector / Special Issues of Competitiveness (the Role of Asia)

The MOC course has been created in a multiyear development effort by Prof. Porter of the Institute for Strategy and Competitiveness at Harvard Business School (USA). The vision of the course is to make a meaningful impact on the economic competitiveness and prosperity of the regions and countries in which it is taught.

**Speakers:**
- Prof. Dr. Philippe Gugler, Professor of Economic & Social Policy, University of Fribourg
- Prof. Dr. Marc Fetscherin Associate Professor, Rollins College, Crummer Graduate School of Business, USA
- Lectures via videotapes: Prof. Michael Porter, Professor at the Institute for Strategy and Competitiveness, Harvard Business School, Professor at the Bishop William Lawrence University

Further Information available on: www.iimt.ch
Course fee: CHF 3800.- (for 2 modules)
Location: University of Fribourg
Course language: English
Project Management 19th- 24th November 2012

A structured and global experience:
• Understand why projects are essential to achieve a company’s strategies
• Discuss how international companies can increase project management competencies
• Learn about the PMI framework (PMBOK® Guide) and Agile principles
• Learn and practice the project life-cycle: Initiate, Plan, Execute, Monitor & Control and Close
• Define your own agile framework to manage global projects
• Simulate virtual teamwork through workshop and brainstormings

Speakers:
• Jean Binder, PMP Programme Manager, GlobalProjectManagement.org
• Dr. Paul Gardiner, Head of Programme - Project Management, The British University in Dubai (BUiD)
• Silvana Wasitova, Senior Consultant, Scrum & Agile Coach
• Prof. Dr. Stephanie Teufel, Director of the iimt, University of Fribourg

Further Information is available on: www.iimt.ch
Course fee: CHF 3800.- (for 2 modules)
Location: University of Fribourg
Course language: English

Courses in January 2013

Strategy & Innovation Management
Module 1: 14th - 16th January 2013
Module 2: 21st - 23rd January 2013
Module 3: 28th - 30th January 2013

Marketing Management
Module 1: 17th - 19th January 2013
Module 2: 24th - 26th January 2013
Module 3: 31st - 2nd February 2013

Leaders Launch
Social Media – Gadget or Real Business Tool?

Date: Thursday, 29th November 2012
Place: Gutenberg Museum, Fribourg
Program:
13:30: Welcome coffee
14:00: Award Ceremony & Special Awards
15:30: Panel Discussion: “Social Media – gadget or real business tool?”
16:30: Buffet & Networking
Welcome to our new staff member
Lisa Lenz

Lisa Lenz is working as a Marketing & PR Manager, taking over Jeannine Boschung’s activities. Lisa is assisting Kirstin Stadelmann in the marketing department.

Lisa was born in Zurich and grew up in Geneva where she finished school with the “maturité gymnasiale”. She moved to Fribourg to start her studies in Media and Communication Sciences at the University of Fribourg. She decided then to change the field of studies and graduated in 2011 with a Master Degree in Italian Literature and Art History.

After her studies, she worked in Lausanne for a couple of months as a Project Manager in a company specialised in events and communication for students.

Thomas Rauber – new member of the iimt Advisory Board

Thomas Rauber is an entrepreneur with over 20 years experience in international industrial companies. He holds a Master of Economics and is an IMD alumni. Thomas held a series of senior management positions as CFO and General Manager in various European countries for the UK-based Aerospace company Meggitt. Today, Thomas Rauber is the Managing Partner of a private investment company and serves on several boards of startup companies as well as promising SME companies, also active in the ICT market. Thomas Rauber is a member of the Fribourg Cantonal Parliament and member of the Fribourg Economic Development Commission. The state of Fribourg also elected him as Senator of the University of Fribourg. Thomas also lectures in the Executive MBA Program at the University of Applied Sciences in Fribourg and serves as Mentor for its Entrepreneurship Institute.

In his freetime, Thomas enjoys to discover the beauty of the nature nearby by hiking in summer and skiing in winter. Whenever possible he also takes off to discover other parts of the world. Thomas has spent several months travelling with a backpack through North and South America and a few years back he toured 10 weeks through New Zealand with his family. Recently he discovered the Sahara in a tour through Morocco.

New Webshop

Due to a change of the University’s server a new webshop was necessary. The iimt University Press webshop is online since June 2012. Best Paper Award, Executive MBA and Diploma Papers from 2010 until now are available as PDF for 20 CHF. Moreover Institute and Project reports can be purchased.

First buyer experiences were evaluated as positive. In the next weeks papers which were published before 2010 will be reformatted and uploaded on the webshop.

Visit our Webshop on: http://www.iimt.ch/shop/catalog/
My trip to Shanghai
by Marcus Madelung

Last October I had the opportunity to travel to the People’s Republic of China, attending a course at the East China University of Science and Technology (ECUST) in Shanghai, as an instrumental part of my EMBA studies. ECUST (please find below a map of the campus) has focused in the past on their chemical faculty, but has achieved some recognition on their economics faculty over the recent years as well.

My study program has been designed in conjunction with the local ECUST representative, Petra Heumesser (iimt) and myself meeting to following objectives:

• Learn about the Chinese culture, the people and the working environment.
• Adding a course to my EMBA curriculum (in my case: “Organisational Behaviour (OB)”).
• Attend business meetings.
• Have fun!

One of the lesson’s learnt, based on the feedback of our fellow student Tonja Erismann, who has visited Shanghai a year before, was to engage a personal assistant (PA), who is usually a undergraduate student (Bachelor student). That PA, as a local fellow, has helped me during the stay from a logistical point of view (starting by giving me address cards with the location addresses in Chinese of my hotel, the university and some other signs I need to have in place, in case I would get lost). Luckily, my PA Ken Shen has been very engaged, very helpful and has introduced me to the local life, including meeting his friends and family etc... So if you decide to extend your iimt courses with some at ECUST, the first recommendation is to engage a PA. It is worth the money.

The program itself has been very busy as I normally left the hotel at about 7.30am and got back at about 11pm; even on weekends. This has been owed to the fact that I have asked the ECUST to load the agenda as much as possible to get the most return out of the trip. In order to do so, and to accommodate the objectives I have put in front of the university, they combined the academic part with a business part as, coincidentally, their French partner university had their EMBA class coming to Shanghai at the same time.

The Morning classes were from 8:30~11:40, the afternoon classes from 13:30~16:40 and the evening classes from 18:30~21:40 local time. The class had people from all over the world with about 50% local, Chinese/Asian, people and 50% foreigners as ECUST partners up with universities in Sweden, France and Italy and offer a joined degree (MBA in this case). The Organisational Behaviour (OB) course itself has contained lots of group work, role plays and lots of reading in preparation for each session, but on an MBA rather than EMBA level.
In particular interesting was the part on Chinese Culture as we have visited a Kindergarten as well as a retirement home (Geracomium) and had a lecture on culture by the Dean of the Economic faculty and have learned about the educational system in China as well as the challenge they are facing, with about 100 Million people each year reaching retirement, with their older people. However, the Chinese and their government take on this challenge “with a smile in their face” as well as they have launched several programs to cope with this trend.

The business trips have been interesting as well as exhausting as it has taken us about 3-4 hours to get to the respective locations. Yiwu, in particular, with their commodity market has been the most interesting one located in the centre of Zhejiang Province in China. The city is well-known internationally for its commodity wholesale market. It is a county-size city that hosts 20,000 kinds of commodities with about 1502 categories of 34 industries (so about around 30 million products). The market has been recognized by United Nations as THE largest commodity for wholesale. There are at least 200,000 visitors in Yiwu markets every day. It is just busy! One of the French students mentioned, that in France, about 35% of the entire commodities which are sold, came from this wholesale market.

All in all, I had a fantastic time, learned a lot about people and how they perceive the world; met nice people which I have stayed in contact with (I met in Como an Italian friend from Shanghai during my last vacation) and can somehow relay to what are the main driver of the Chinese and how to conduct business in this region. It has completed my EMBA journey, along with the Cambridge exercise, in a perfect way and adds enormous value to the programme. I can only emphasise the importance of such offerings and can only encourage each one of you to consider taking this chance. It is a “once in a lifetime” experience.

Marcus Madelung
(EMBA Graduate 2012)

For further Information about Exchange Programme visit our website www.iimt.ch
iimt Executive Programmes

Finance subjects in June Courses

Our executive programmes include two finance subject areas which took place this year in June. The first one is Management Accounting & Control and the other is Managerial Finance. In the course Management Accounting & Control the students learned to understand financial statements, budgeting, pricing decisions, accounting and how one can measure the performance of a company. In the course Managerial Finance the students had a look at the question how a company could be financed and in this context also at the interaction between the company and the capital markets.

a closer look to Managerial Finance

The first module of the subject area Managerial Finance was taught by Prof. Dr. C. Kaserer from the Technical University Munich where he is a full professor of Financial Management and Capital Markets. Here the students got in touch with some basic concepts of corporate finance. They saw for example that the value of money in the future or in the past is not the same as now or that there are different returns for different risks.

The second and third module was taught by Prof. Dr. A. Mettler together with some guest lecturers. Prof. Dr. A. Mettler is Professor of Finance at the Georgia State University in Atlanta (USA). In module 2 the topic was the capital structure of a company and the pay-out policy.

For the pay-out policy there are for example different theories which reach from the thesis that dividends are irrelevant for investors until that dividends are very important for investors. For the capital structure there is a strong trade-off between the amount of equity and the amount of debt. Higher debt leads to a higher return on equity but also to a higher risk. These are only two examples a chief financial officer has to think about.

In the third module the participants concerned themselves with the financial life cycle of a company, risk management and derivatives like options. Normally when you hear about options like "calls" and "puts" the first time, it seems to be a mystery subject.

It is not so easy to understand that the seller of a put option is by the exercise of this option the buyer of the shares which are sold by the buyer of the put option. But when you have understood it, you will be able to construct a lot of different financial products for example bear and bull spreads. On one hand we can say that derivatives are for gambling, but on the other hand they are important for the risk management of the company. For example it is possible to reduce the risk of a higher price because of a change in the exchange rate when a company buy something in a foreign currency. In this case the company has only to pay the price for the amount of the foreign currency which is fixed in contract of the option. That is one thing that our students have learned in this module.

All in all most students were satisfied with this subject area and had learned a lot of interesting new things.

Next to the Managerial Finance Course, the iimt had the great pleasure to welcoming again Prof. Dr. Thomas Rautenstrauch for Management Accounting & Control. The course was followed with high interest and successfully based by the students.
asut Seminar – Swiss Telecommunication Summit

On the 28th June, the 38th asut seminar, the famous “Swiss Telecommunication Summit” took place in the Arena of the Hotel Allegro Kursaal in Berne. Approximately 500 people ICT specialists, experts and interested persons followed the speeches around the theme “The networked society – opportunities and challenges”.

Participants not only had a chance to look into the future, a speech by a futurist, also concrete opportunities and cooperation possibilities of a networked society were presented. But beside all new chances and challenges, different lecturers pointed out the importance of trust, and the impact and reaction of the human brain caused by networking activities.

As every year, the iimt had the possibility to present the institute and the variety of Executive Programmes in ICT Management in the newly renovated foyer of the Arena. Since the foyer is the area where people meet and greet, it was an outstanding chance to get in contact with people from the ICT sector.

Dual Degree - Degree in Economics & Master of Law (LL.M)

The iimt and the Fribourg University Law School offer the unique possibility to combine the Master of Laws (LL.M.) with an economic educational programme.

The iimt Executive Programmes (Executive CAS, Executive Diploma, Executive MBA) prepare participants for high-level management careers. The Executive Programmes blend the experience and expertise of an innovative teaching team in developing participants’ leadership qualities in both domestic and international business.

The Master of Laws (LL.M.) in Cross-Cultural Business Practice is the only LL.M. in Switzerland and one of the few in the world to provide an intensive theoretical and practical training in International Contracts.

Further information available on: www.iimt.ch or http://www.unifr.ch/ius/llm/home
Big Data - The silver bullet for differentiation
Masterclass - 20th September 2012

Big Data is the new frontier for innovation, competition, and productivity. The phenomena “Big Data” is not just a hype, but motivates researchers from diverse fields as mathematics, physics, computer science, economics, and others to invent and investigate new methods and algorithms to detect useful patterns and correlations in terabytes of data. Analysing more data in shorter time can lead to better and faster decisions in research and economics as well. Big Data offers both, a challenge and a tremendous opportunity for differentiation and for creating additional business value, especially for SME’s. The real value of Big Data entirely resides in the ability to asking and answering new questions. This is facilitated through the combination (convergence) and analysis of poly-structured data – both internal and external. The possibilities hereof are enormous (comparable to the stories of one thousand and one night), therefore a clearly measurable approach shall be defined in order to “monetize” Big Data efforts. The challenge comes with choosing a balanced approach between culture shift, technology, new skills required and transition of an existing environment. This Masterclass gives a brief overview of some open source tools like Hadoop, enabling fast, flexible, and reliable analysis of massive data sets compiled from heterogeneous sources. A short live demo will give some insights of the power of those new and innovative methods to analyse data. Furthermore concrete approaches on how to enter the Era of Big Data will be discussed.

Top speaker - André Münger

André Münger has more than 20 years of experience in the areas of Analytics, BI and Data Warehousing. Another favourite subject of Mr. Münger is Enterprise Search.

Before joining EMC/Greenplum he worked for ISG Institute St. Gallen in the area of subjective benefit perception of employee/employer- and provider/customer-relationship. He has worked for companies such as IBM, SAS and Information Builders in technical, sales, marketing and management functions. As independent consultant he focused on personalised communication, he has gained practical experience as an end user with tools such as SPSS and Cognos. At the beginning of his career he served as a Data Base Administrator for a Swiss Life Insurance.

Practical information & Registration
Location: University of Fribourg (Room F205)
Time: 17:00 - 18:00 followed by an aperitif
Course fee: free of charge
Registration: registration is required number of participants is limited - registration deadline 17th September 2012 - by e-mail: iimt@unifr.ch
Further Information: on www.iimt.ch

Powertage - Zurich
As every two years at the beginning of June the Powertage took place in Zurich. The electricity sector met and followed different lectures and visited the exhibition. The iimt was again represented at a booth (together with other universities of applied science). Many interesting discussions were conducted in which the course and projects of the iimt were presented.
authority 2.0 -
an analysis of the online services offered in the public sector in Switzerland

The present study examines the e-government services to Swiss authorities and administrations with special consideration of the topic Social Media.

The motivation of this study is to determine the acceptance of services offered by authorities in consideration of the topic "new media" and how social media is manifested within the authorities. The theoretical introduction to the topic makes clear notion of separation social media and Web 2.0. Furthermore, the starting position with the involvement of various national and international studies is presented.

The study examined, by means of an extensive online collection of primary data, aspects related to the Internet website, the use of Social Media and demographic factors. The base for the results is a questionnaire that was sent to 1065 Swiss authorities. The return of the survey was approximately 13%.

This thesis links the descriptive results of the conducted study, with the initial situation and problem statement, to be able to give recommendations for the public sector.

The Internet as a medium for collaboration and communication is accepted in government and in daily use. In 85% of the homepages of authorities, electronic services for the resident population are available. The potential of the new, dynamic communication and collaboration channels such as Web 2.0 applications - for example social media applications - offer, are recognised by a majority of the authorities. The authorities, however, are in the implementation at the beginning of the process.

The recommendations are therefore foundations in the field of communication, implementation, prioritization and strategy development.

A clear definition of strategy and an implementation in the eGovernment Strategy Switzerland, can provide relief.

Hybrid-TV – Opportunities and Positioning of the Swiss Teletext AG

In the last decade, the technological development in the field of entertainment media has increased steadily and strongly accelerated. It is assumed that the current analogue transmission will be removed and transferred to a digital system in 2015. While in Germany the transmission has been already completed, this change over in Switzerland is planned but not tied to a fixed date.

The transmission from the analogue to the digital broadcast opens up new opportunities (linking TV and Internet, access to media centre) and additional market actors push into the market. This changing situation leads for the Swiss Teletext AG and its holding company SRG SSR to an intensification of competition, which they weren’t exposed few years ago and whose dimension is difficult to predict. It will be of strategic importance to identify new market actors and in a second step to analyse their products. These steps should enable a better understanding of the market situation and improve the consumer’s needs.

Mr. Oertli’s Master Thesis pursues this question concretely. In collaboration with the Swiss Teletext AG on the one hand, the future market for hybrid television is analysed and on the other hand, based on the expected market developments and strength analysis of the Swiss Teletext AG, variants for the futures positioning are developed. These approaches have to be implemented in the near future and have to be compatible with the HbbTV standard.

The Master Thesis is divided into 6 parts. Starting from the initial situation, problems, objectives and methods of the thesis, the topic “digital revolution” and Hybrid TV are described in more details. Afterwards the construct “the TV user’s attention” is analysed under a psychological approach.
Moreover new advertisement technics are evaluated. The main part of the Master Thesis is an analysis about the actual and desired situation, positioning of the hybrid TV in the end consumer market and approaches for the Swiss Teletext AG. A critical evaluation of the results completes the Master Thesis.

Doctoral Thesis by Mario Gstrein

Service system: innovation within complex settings

Within the last 10 years the new research discipline “service science”, driven by Chesbrough and Spohrer, evolved due to the necessity for the clarification of service and related service innovation. The rising attention was steered from a) the high percentage of services contributing to the GNP and b) lack of established research strands meeting current requirements of the subject’s complexity. In historical terms, service was firstly seen as a necessary evil for manufacturers to sell higher volumes and stay competitive. Secondly, the increasing importance attracted the business management research discipline (mainly marketing) and postulated to align all resources according to their customers.

Despite, numerous investigations those two streams were not able to find common answers due to their endogenous mind-set. Requirements for service investigations imply consideration for multi-disciplinary fields such as IT, business management, behavioural studies, public policy, network, psychology etc. In addition, current services are not delivered by a single company, but rather by a conglomerate. Therefore, challenges on a system level have to be met for example securing value, skills and capabilities to work and innovate, knowledge transfer etc.

Progress through innovation in those services systems is inevitable (to stay competitive) and creates intense dependency. Advantages can clearly be found in access of new skills and resources, reduction of vulnerability and higher profitability.

On the negative side, it can create the risk to be left behind and a firm’s development can be imposed by other members.

To conclude, a service system contains interesting subjects and in particular, following questions will be discussed within the dissertation:

• How does a service system evolve over time?
• What drives a firm to innovate and to decide to “stay or leave” a system?
• What are the effects for a company leaving a system and what are the effects on the ones “left-behind”?
• How do ideas develop within a system (local – global)?
• What are the required skills and capabilities to work in a system?

The dissertation will use existing case studies and gather new data in cooperation with industry partners to answer the above questions. Initial results will be expected in the fall of 2012.

The Chair of Management in Information and Communication Technology at WorldComp’12

The WorldComp’12 convention is a composition of 22 different conferences, which took place from July 16-19 in Las Vegas, Nevada, USA. The convention provides a platform for exchange of academic findings, thoughts and approaches for about 2,500 scientists and stakeholders from more than 80 countries and offers state-of-the-art literature, models and outcomes.

Continued on page 12
The convention was “composed of research presentations, keynote lectures, invited presentations, tutorials, panel discussions, and poster presentations.

In the recent past, keynote/tutorial/panel speakers have included: Prof. David A. Patterson (pioneer, architecture, U. of California, Berkeley), Dr. K. Eric Drexler (known as Father of Nanotechnology), Prof. John H. Holland (known as Father of Genetic Algorithms; U. of Michigan), Prof. Ian Foster (known as Father of Grid Computing; U. of Chicago & ANL), Prof. Ruzena Bajcsy (pioneer, VR, U. of California, Berkeley), Prof. Barry Vercoe (Founding member of MIT Media Lab, MIT), [...], and many other distinguished speakers” (WorldComp’12 website). In 2012, the convention was opened by the keynote lectures of Professor David A. Patterson and Professor Haym Hirsh.

The content of the conferences are classified into the following main categories: Computer Science, Computer Engineering, and Applied Computing. With more than 15,000 citations, the measurable scientific contribution of this convention is substantial. Accordingly, Microsoft Academic Search lists each conference under the category "Best Conferences”.

Thus, WorldComp is one of the largest and most important scientific conventions in the field of IT research. Despite of the low acceptance rate of 29%, the iimt paper 4-LIFE-Model: An Approach for a government-with-you strategy was accepted in the highest category of the convention. Tobias S. Friedl, in representation of the Chair of Management in Information and Communication Technology (ICT), was able to be part of the International Conference on e-learning, e-business, enterprise information system, and e-government (EEE’12).

This allowed both a lecture in the main plenary of the EEE’12 conference and the publication in the Conference Proceedings. In general, it was important for our chair, to present the research results of the SWING project (SWiss INnovation potential @ eGovernment) and to discuss the findings with an international expert audience. Specifically, the obtained insights were very important and helpful for our future scientific approaches and methods.

Furthermore, due to the publication in the Conference Proceedings we expect more cooperation and new research approaches, which are of importance for the iimt and the University of Fribourg, respectively.


Peer-reviewed article for the 11th Annual ISSA Conference 2012 in South Africa

The iimt is proud to announce that Prof. Dr. Stephanie Teufel could participate at the 11th Annual ISSA Conference 2012 in Sandton, Johannesburg, South Africa. During this Conference Prof. Dr. Teufel had the opportunity to present the article “Social Media Security Culture – The Human Dimension in Social Media Management” which was evaluated and selected during a strict selection process. The publication is based on the bachelor thesis of Mrs. Caroline Oehri which was written at the Chair of the iimt.
Congratulations!

The winner of the SBB coupon for the participation of the Social Event survey is

Markus Basler

The iimt would like to thank every participant for filling in the survey!

Did you know?

In 1950 an average work week of a full-time worker in Switzerland had 50 hours. Today there are only 40-42 hours.

60% of the CEOs think that creativity is the most important characteristic of a leader. This is shown by an IBM survey with 1'500 CEOs. On second place Integrity (52%) followed by global thinking (35%) was told.

+10% was the average GDP growth per year between 2006 and 2011 in Ethiopia. This is the highest value among all African countries, whose economies aren’t based on petroleum.

Facebook earned in 2011 4.39$ per user. The largest part was consumed by American users. European and Asian users are less willing to buy. Google earn more than 30$ per user.

+32% risk capital was invested between 2007 and 2011 in New York. In all other technology centres of the United States the value decreased in the same time period, as well in Silicon Valley (-10%).

Source: Swissquote, July 2012, Nr. 3

Goodbye Prof. Antoine Delley

Prof. Antoine Delley taught at the iimt since 1998 and since 2002 he was subject area coordinator for Information & Communication Technology. We thank him for his commitment during all the years at the iimt and wish him...