L³: Life Long Learning

Further education confusion - what really counts!

The importance of further education is well known and life-long learning is part of the norm, to help increase personal marketability and to face daily challenges. Looking at the educational landscape in Switzerland, the further education possibilities have no limits. However behind a further education does there always stand what is promised?

Whoever wants to be successful in the labor market needs to refresh and expands their knowledge constantly. The educational landscape in Switzerland presents a vast number of options and providers. Federal certificates, technical certificates and diplomas, higher diplomas and degrees from universities of Applied Sciences, university training and continuous education, as well as titles and qualifications from private institutions, to mention only a few.

Text continues on page 6
Early Stage Fund Swisscom

Swisscom has committed a total of CHF 10 million for an Early Stage Fund which will be used as of now to provide support and assistance to start-up companies in the information and communication technology, media and cleantech sectors. Swisscom has supported young entrepreneurs for a number of years, e.g. through partnerships with regional funding organisations or via the recently launched online platform www.swisscom.ch/startup. The aim of the Early Stage Fund is to provide financing support to up-and-coming Swiss start-up companies in the areas of information and communication technology, media and cleantech. It also gives Swisscom the opportunity to work with innovative start-ups and establish a transfer of knowledge that benefits both parties. The fund totals CHF 10 million and will be managed by Swisscom Ventures.

New Swisscom "StartUp Challenge"

The Swisscom "StartUp Challenge", which has also just been launched, offers companies a first opportunity to put themselves forward to Swisscom as a start-up. The five most exciting and promising start-up companies identified in the Swisscom StartUp Challenge, will be invited to attend a one-week business trip to Silicon Valley – the world’s most important location for the ICT and high-tech industries. Over the course of the week, the Challenge winners will take part in a programme tailored to their individual needs and meet with specialists from their respective industries to work on their business models. The programme is organised by the Swisscom branch office in Palo Alto in collaboration with Venturelab, the national training programme for start-ups.

More information about the “StartUp Challenge” will follow in the next edition of the iimt eSignal.

About Swisscom Ventures

Swisscom Ventures seeks to acquire minority holdings in companies that operate in promising markets for information, communication and entertainment technologies. As a value-creating investor, Swisscom is able to provide companies with the technical know-how and strategic experience of an established telecommunications provider. As part of the existing Strategic Fund, Swisscom Ventures has to date invested CHF 80 million in 23 international shareholdings. The Early Stage Fund is aimed primarily at helping Swiss start-ups that are in an early stage of development.

About Venturelab

Venturelab was launched in 2004 as a national training programme for innovative high-tech start-ups. Many successful start-ups have developed out of the programme, including 82 of the “TOP 100 Startups” in Switzerland. The free workshops are organised by the Institute for Young Entrepreneurs (IFJ) and financed by the Commission for Technology and Innovation as well as leading business partners.

For detailed information please visit: www.swisscom.ch/startup

New Dean of the Faculty of Economics & Social Science, University of Fribourg

Prof. Dr. Stephanie Teufel

Prof. Dr. Stephanie Teufel has been elected as the new Dean of the Faculty of Economics & Social Sciences of the University of Fribourg.

She started her new additional function in the beginning of August, and is now ready for the new academic year, starting Monday 16th of September. She will occupy this position for a two-year period.

We wish Prof. Dr. Teufel a good start and all the best in this new function.
Next Courses

In September 2013 we will again offer courses with interesting personalities from the industry and academic world. Reach your objectives while taking into account the financial, legal and technical constraints in the energy sector. Get closer to the ICT Technology and its multidisciplinary aspects while considering Information Security; learn how a company communicates; or, perhaps your interests lie in Information Management & Decision Support?

Information and Communication Technology

9th - 11th September
Information Security Management System; IT Security Concepts; Risk Analysis and Management; Business Continuity Management

Speaker:
• Mr. James Greene, D-ploy GmbH

Corporate Communication

16th - 18th September
Corporate Communication and Stakeholder Management; Corporate Identity, Image and Reputation; Communication Strategy and Practice incl. Media Relations; Crisis Management

Speaker:
• Dr. Graeme Lindsay, Amiens School of Management, France

Utility Technology

16th - 18th September
Congestion management: power flow control and economics, social welfare; De-congestion management; Reliability and investment optimisation; Energy situation; Environment issues: impacts and guidelines

Speakers:
• Prof. Dr. Göran Andersson, Swiss Federal Institute of Technology, Zurich
• Dr. Thilo Krause, Swiss Federal Institute of Technology, Zurich
• Dr. Markus Leuzinger, Busarello + Cott + Partner AG
• Dr. David Orzan, The Energy Consulting Group Ltd
• Prof. Hubert Sauvain, University of Applied Sciences, Fribourg
• Prof. Dr. Alexander Wokaun, Swiss Federal Institute of Technology, Zurich and Paul Scherrer Institut

Information Management & Decision Support

Module 1: 5th - 7th September
The Role of IT; its Importance for Corporate Strategy; Fundamentals of Information Management; IT-Governance, IS-Controlling and Risk Management

Module 2: 12th - 14th September
Implementing Information System in Organisations; Effecting Organisational Change; International IT Implementation; IT Service Management

Module 3: 19th - 21st September
Data Warehouse Architecture; Customer Data Warehouse; Knowledge Discovery Process; Data Mining Techniques

Speakers:
• Prof. Dr. Tilo Böhmann, University of Hamburg
• Prof. Dr. Helmut Krčmar, Technical University Munich
• Prof. Dr. Andreas Meier, University of Fribourg
• Mr. Olaf Schwartz, Autoliv Europe
• Prof. Dr. George D. Smith, University of East Anglia Norwich, UK
• Prof. Dr. Stephanie Teufel, iimt, University of Fribourg
In November, we will have our last course weeks of the year.
Get familiar with the fundamentals of law, and take part of this interactive course. Discover the drivers for competition and competitiveness with the course on National & International Economics; this course is based on the classes of the famous Prof. M. E. Porter.
Lead project to success and learn why projects are essential to achieve the companies’ strategies with the course of Project Management

Law in ICT and Utility Management

Module 1: 4th - 6th November
Fundamentals of Law; Concepts in various Fields of Law; Telecommunication Law; Administrative Law; Labour Law and Private Law; Contracts; Public Law; Energy Regulation Law; Concession for Hydropower and Distribution Grid

Module 2: 11th - 13th November
Commercial Law; Company Law; Electronic Commerce Law; Telecommunication Law; Contract Negotiations; Competition Law; Cooperation, take over, mergers of utilities

Speakers:
- Prof. Dr. Michel Heinzmann, University of Fribourg
- Dr. Nicolas Iynedjian, Forriep Renggli
- Dr. Michel Jaccard, Attorney at Law, id est avocats
- Dr. Nicolas Kuonen, University of Fribourg and Ducrest Heggli Avocats LLC
- Dr. Sylvain Métille, id est avocats
- Mr. Klaus Neff, VISCHER AG
- Dr. Anna Noël, Riedo Monferini Darioli & Noël
- Mrs Amélie Piguet, Waeber Membrez Bruchez Maugué, Avocats
- Prof. Dr. Walter Stoffel, University of Fribourg

National & International Economics

Module 1: 7th - 9th November
Competition policy
Anti-trust and regulation: Anti-competitive behaviours; Regulation, deregulation, privatisations; Regulation of Network Industries

Module 2: 14th - 16th November
Microeconomics of Competitiveness (MOC) in cooperation with Harvard Business School
Driver and strategies: Determinants of competitiveness viewed from a bottom-up, micro-economic 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, University of Fribourg
- Prof. Dr. Marc Fetscherin, Rollins College Crummer Graduate School of Business
- Lectures via videotapes: Prof. Michael Porter, Harvard Business School & the Bishop William Lawrence University
Project Management

18th - 23rd November
A structured and global experience: Understand why projects are essential to achieve a companies’ 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:
- Mrs Sarianna Benain, SITA
- Mr. Jean Binder, GlobalProjectManagement.org
- Dr. Edivandro Carlos Conforto, Massachusetts Institute of Technology
- Prof. Dr. Stephanie Teufel, Director of the iimt, University of Fribourg

For further information do not hesitate to contact us or visit our website www.iimt.ch

Course fee:
CHF 1’900.- (for 1 module)
CHF 3’800.- (for 2 modules)
CHF 5’100.- (for 3 modules)

Location: iimt, University of Fribourg

Course language: English

With the successful completion of a course, it is possible to credit the modules towards a future Executive MBA, DAS or CAS in ICT or Utility Management.
If you want to ensure a transfer of knowledge into practice and make the experience of knowledge gained, the application of knowledge has to be lived. This automatically increases the time factor.

At first glance, all of the titles may seem equivalent, but the value of the corresponding diploma can be very different. This notably includes the following points that should be considered: the quality of the institution and financial statements, the recognition of the certification of the course and the further education institution, state recognition of the school or private provider.

The faculty plays a crucial role. Only a good mix of experts and professionals ensure a comprehensive knowledge. Accreditation may also be one of many quality indicators. However, caution is necessary here to find out which certification it is. There are a variety of institutions and labels.

Unfortunately, the trend is knowledge acquisition within a short time; if you look at the different offers, there are major differences with regards to the duration, the content, the lecturers, the price and the certificate for course completion. Thus, it is observed that more and more content and lectures are compiled in a rush and that lecturers from the Institutions own ranks are obliged to undergo the course; the duration of the course is limited to a few days, and that the certificate of course achievement or the final theses are often omitted.

However, after a quick programme, you have a degree in the hand. Anyone interested in a further education and investing in their own future, would have to properly scrutinise the offers in advance so as to not back the wrong horse. A high quality further education cannot be completed in a few days.

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Masterclass - 11th September
Energy Strategy 2050 as viewed by VSE/AES

In 2011 following the Fukushima's accident the Swiss government decided a major shift in its energy strategy, the step out of nuclear energy being the main decision. Consequences of this shift have been described in its Energy Strategy 2050. As recognised main organ of the Swiss electricity industry the VSE/AES has evaluated 3 scenarios taking into account this major shift. Goal of these studies is to identify what it takes in order to guarantee electricity supply at minimal cost in regard of the new strategy. In its third scenario VSE/AES analysed the feasibility of fully renewable electricity supply by 2050. As a conclusion VSE/AES supports the orientation of the Energy Strategy 2050 as a whole but asks for some project changes. Learn more in our Masterclass!

This Masterclass intends to provide a big picture of the Energy Strategy 2050 and its key success factors in the perception of the VSE/AES.

The next iimt Masterclass will take place on the 11th of September at the University of Fribourg (Room B130). For further details, please visit us online.

The presentation starts at 17:00 until 18:00, and is followed by an aperitif. The participation is free of charge, registration is required (deadline 5th September 2013).

Stéphane Rolle

Masterclass - 7th November
Software Defined Network (SDN)

With Top Speaker Elmar Hayoz, the last iimt Masterclass of the year will take place on the 7th of November at the University of Fribourg.

The presentation starts at 17:00 until 18:00, and is followed by an aperitif. The participation is free of charge, registration is required (deadline 31st October 2013).

asut Seminar
Swiss Telecommunication Summit
ICT Powerhouse

On the 20th June, 700 persons participated to the asut annual seminar in the Kursaal, Bern. With the topic "ICT Powerhouse", the participants had the opportunity to see the challenges and opportunities of the ICT world in various panel discussions.

The network has grown in just two decades in all infrastructure sectors and systems. Industrial production, financial services, traffic and transportation, medicine, urban planning - the list goes on and on - have a common denominator: the communication technology. What does the victorious march of the communication technology in the economy? How companies exploit the potential? During the seminar, La Poste, SBB, Swisscom, BKW, Cisco, Google, IBM and others presented the trends.

Through its partnership with asut, the iimt students could attend the event with a price advantage and the iimt could set up a booth in the large foyer. The iimt had the possibility to present the institute and the variety of Executive Programmes in ICT Management.
Leaders Launch 2013
28th November
Made in Switzerland - Between innovation & tradition

The Award ceremony 2013 - Leaders Launch: Talk & Dine Event - will take place on Thursday 28th November at the Gutenberg Museum, located near the Cathedral of Fribourg.

The programme starts at 13:30 with our annual Award ceremony where our graduate students will receive their degrees. The ceremony will be followed by an exciting panel discussion around the topic "Made in Switzerland - Between innovation & tradition".

Save the date and become part of a unique gathering, full of interesting discussions and amazing people in a great atmosphere.

Date: Thursday, 28th November 2013
Place: Gutenberg Museum, Fribourg

Programme:
13:30: Welcome coffee
14:00: Award Ceremony & Special Awards
15:30: Panel Discussion
16:30: Buffet & Networking

Social & Fun Event - 21st September
Typically Swiss!

This year, the iimt-world members will have the unique possibility to participate in typical Swiss activities in a beautiful mountain setting. Besides these activities, we will degustate Swiss and homemade gastronomic highlights. Don’t miss out this opportunity and register for this event!

Programme:
11.45 Welcome - Guest arrival - Meeting point Schwarzsee (FR) - Restaurant Gypsera
12.30 Lunch - Typical Swiss
14.30 Let the games begin - Typical Swiss activities
16.30 Apéritif

Attendance Fee:
For this event a contribution towards expenses of CHF 10.- (per Person) will apply. The attendance fee is payable upon arrival.

Important to know:
The event will take place under all weather conditions. We recommend outdoor and sporty clothes, and sneakers or light hiking shoes. The lake path (gravel) takes you around the lake and is suitable for prams. It is flat with a few uphills.

Registration deadline:
1st of September 2013
You can register online (www.iimt.ch) or contact us (iimt@unifr.ch - 026 300 84 30)
iimt Executive Programmes

iimt Best Paper Award

Every year, the Best Paper Award honours the best written Executive MBA (or Diploma) project. The winner is awarded during the Leaders Launch Ceremony (Special Awards).

The following students have distinguished themselves in writing their EMBA thesis and are candidates for the Best Paper Award prize:

• An agile project management methodology for hardware design
  Chevroulet, Michel

• Entflechtungsvorgaben der EU - Herausforderungen für schweizerische Energieversorgungsunternehmen
  Imfeld, Peter

• Re-Structuring of a franchise system based SME organisation
  Kramer, Adrian

• Business model for superfast rural NGA in Switzerland
  Mylläri, Juha

All projects are evaluated by the Best Paper Award committee, which is composed of representatives from the industry and the academic world. The committee consists namely of:

Prof. Dr. Reiner Wolff (President)
University of Fribourg

Mr. Daniel Huber
Berne University of Applied Sciences

Dr. Bernhard Kessler
revendex

Mr. Roger Notter
(former) Swisscom (Schweiz) AG

Prof. Dr. Stephanie Teufel
iimt - University of Fribourg

iimt Chair

Research in Smart Value Energy Networks

The smart grid initiative is a precious instrument to support ambitious goals of emission reduction, energy efficiency and stable energy distribution. Inherently, it replaces concepts and perceptions of energy which puts the product “energy” on the backseat. Services become the decisive factor to achieve the goals, but more importantly to stay competitive in the market. Innovation and customer orientated attitude are the essential capabilities for a “value added” service. Consequently, the industry undergoes a transition towards a “Smart Value Energy Network” (SVEN). Especially, established organisations have to reposition adequately and facing tremendous challenges to achieve higher network efficiency and to fight back the emergent of new entrants (e.g. ICT).

Our SVEN research project will answer prompt questions to topics around smart grids as innovation space for services, adequate business concepts, possible scenarios, and the rebound effect of those. For practicability reason, SVEN is split up in several sub-projects and partners are welcomed to participate in single section or in its entirety. Currently, the project investigates the smart grid effects on the pricing and discusses the possible strategies for energy suppliers or grid operators.

If you are interested or require more information, please contact Mario Gstrein (mario.gstrein@unifr.ch)

Mario Gstrein
Mobile Payment System with Integrated CRM Measures

Development of a Mobile Payment Prototype for Smartphones
by Christian Kaiser

Current Mobile Payment (MP) Systems offer in most cases a pure payment function. Often there is no added value for the customers compared to traditional payment instruments. The transaction costs in micropayments are often too high and technological barriers prevent a higher penetration.

The research question of this thesis was: Which properties and functions must a MP system have to achieve higher customer acceptance?

Acceptance represents the general use intention of a user opposite, a new product or an innovation, and is prerequisite for the adoption of new products by the user. For the analysis of the previous payment behaviour of customers, different studies and surveys are analysed and a choice of current MP systems was looked at, as well as the advantages and disadvantages were determined. One result was that technological restrictions have the same negative consequences then the limitation on a certain payment instrument. Furthermore, possibilities which can generate an added value for the customer are discussed. In addition CRM measures were adapted for the mobile context.

As main finding of the thesis was the development of a MP prototype which provides the basic functions of the payment system.

Biogas systems - The waste product "whey"
by Janine Brüssing

With the rapid changes in the global energy market, product innovation and product developments of renewable energy are crucial for energy companies, and thus essential to their survival. Also, the efficient use of raw materials and resources is becoming increasingly important. Renewable resources and renewable energy sources are the most important basis for future energy sources. Already in the first twenty years of the 20th Century, the first biogas digesters for fermentation of sludge were developed.

But what significance can be attributed to current and future biogas systems? And which energy sources can be useful for biogas installations to produce electricity? What are the options, especially for a dairy cheese factory, to efficiently harvest energy from biogas systems and from waste electricity? What are the opportunities and development potential for rural areas in Switzerland, especially in the region of Fribourg, that can originate from this scenario?

In the seminar work of Mrs Brüssing, the focus on "social environment" will be approached in the context of Fribourg’s energy management frameworks, and, in particular, focusing on energy and "Product / Services".

Starting from the general definition and the basic operation of a biogas system, the seminar work explains in detail the connection between the substrate and whey - the waste product from a dairy cheese factory. It also explains how energy can be derived from whey. This is exemplified by the Lincet Cheese factory in Saligny, France. Finally, an overview of the opportunities and possibilities for the Fribourg region is given with respect to energy production from whey. The last chapter draws a Résumé of the importance of biogas systems and the possible recovery of potential waste products to produce energy.
Next Infosessions in Fribourg

Continuing education: The key to success!

The international institute of management in technology (iimt) is offering executive training with a specific focus on ICT and Utility Management. Through its international network of partners from the academic world and the industry, the iimt offers you the ideal opportunity to take a competitive step into the future!

During the information sessions, we will present you our institute and the variety of educational programmes in ICT & Utility Management. The next sessions will take place on

- **Tuesday,** 10th September 2013
- **Wednesday,** 16th October 2013
- **Thursday,** 14th November 2013

The sessions are starting at 18:00 and last approximately one hour.

**Location**
The participation at the information session is free of charge. Registration is required via our website www.iimt.ch or via e-mail iimt@unifr.ch.

All information sessions are held in small groups and are taking place at the iimt

- Boulevard de Pérolles 90
- 1700 Fribourg
- Room A333 - 3rd floor - entrance A

We are looking forward to seeing you at the iimt.

Did you know?
Statistics about the iimt Executive Programmes

- 57% of iimt students have choosen further education at the iimt to enhancing career opportunities and staying up-to-date
- 33% of iimt students have choosen the iimt Executive Programmes for personal need for further education
- 53% of iimt students have choosen to study at the iimt because of the modular course structure and the flexibility of the programme
- 75% of iimt's students have a middle management position at the beginning of the studies
- 78% of iimt's students change professional position after iimt studies - 14% of them get a promotion
- 3kg is the amount chocolate you may eat at the iimt during the EMBA study

Reference: iimt statistics and www.swissinfo.ch