Deep changes are awaiting us - Are you ready for the challenges?

The media are full of daily news about dismissals, reorganisations and company closures. The suppression of the Euro minimum exchange rate significantly changed the Swiss market structure in the last months, and the pressure on employees and keeping workplaces rose and will further rise noticeably. The battle for employment and highly qualified co-workers is since then in full swing. In order to deal with this stressful situation, employees must be willing (more than ever), to take responsibility and keep up with the forthcoming changes and challenges.

A corresponding education, in order to understand the complexity of the market and to cope with the challenges becomes hence a necessity. Only with the appropriate Know-How, the ability of networked thinking as well as practice- and solution-oriented acting may employees rise and guarantee their marketability.

The iimt is offering tailor-made study programmes, from single Specialised Courses up to complete study programmes (EMBA, Executive DAS, Executive CAS), in order to gain and boost management skills for the future recognition of economic correlations. Thereby participants will be equipped with all the necessary tools for successful decision making and competitive advantages.

Get prepared for the future and take the next step in your career!
**Prof. Dr. S. Teufel at IEEE Smart City Conference, UESTC and JEST**

The international IEEE Smart City 2015 Conference was held in Chengdu, China, in December 2015. The symposium brought together computer scientists, industrial engineers and researchers to discuss and exchange experimental and theoretical results, novel designs, work-in-progress, experience, case studies, and trend-setting ideas in the area of smart city. Prof. Dr. Teufel highlighted security considerations with her presentation “Crowd Energy Information Security Culture - Security Guidelines for Smart Environments”.

At this occasion, Prof. Dr. Teufel took the opportunity to visit The University of Electronic Science and Technology of China (UESTC) and the editors of the Journal of Electronic Science and Technology (JEST). UESTC is situated in Chengdu and is one of China’s key multidisciplinary universities doing research in the fields of electronic science and technology, engineering and Management. Further cooperation opportunities between UESTC and iimt were explored, in various talks.

Furthermore, as a Committee Member of the “Special Section on Energy Efficient Technology” (EET), Prof. Dr. Teufel visited the JEST Editor-in-Chief Prof. Dr. Jason Kang and the Executive Editor-in-Chief Dr. Xuan Xie. They discussed the development and publication plan of EET in JEST. Invited by JEST, Prof. Dr. Teufel would like to take charge of the Special Section on EET & Crowd Energy Applications in vol. 14, no. 3, of JEST and to cooperate with JEST as the Guest Editor on the long term. If possible, she or other invited European famous experts will be responsible for at least one special issue per year in the future.

**JEST is a peer-reviewed periodical** fully indexed by Scopus, Google Scholar, INSPEC, DOAJ, CSCD, CA, CAOD, CNKI, Sciencepaper Online, Wanfang Data, CQVIP Data and in collaboration with IEEE, IACSIT, and IET.

On the picture, from right to left: Prof. Dr. J. Kang (Editor-in-Chief), Prof. Dr. Stephanie Teufel (iimt), Dr. Xuan Xie (Executive Editor-in-Chief), and Yu-Lian He (Associate Editor).

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**Call for Paper: EET - Crowd Energy Applications**

Prof. Dr. Stephanie Teufel is again invited to edit a special section on Energy-Efficient Technologies (EET)—Crowd Energy Applications of the Journal of Electronic Science and Technology (JEST).

The special issue focuses on the Crowd Energy Concept developed at the iimt and will be published in September, 2016. Authors are invited to submit unpublished papers.

The Call for Paper can be found on the [iimt website](#).
New iimt Institute Council President

During its last meeting, the iimt Institute Council elected Dr. Hans C. Werner, Head of Group Human Resources Swisscom (Switzerland) AG, as its new president. The mission of the Institute Council is to define the strategic direction of the iimt and also to control the various activities of the institute. The seven members are made up of members of the Faculty of Economics and Social Sciences of the University of Fribourg, the Academic Association of Scientific Staff, Executive students and the iimt Management Board. Furthermore, industrial partners also have a representative in the Institute Council.

Dr. Hans C. Werner is both familiar with the ICT and energy sector, as well as with the Swiss market of education and further education. In addition, he brings with him many years of professional experience in all these areas. Graduated in Management, he was HR Manager at Swiss Re and Vice President HR North / East Europe at Schindler, before becoming, in September 2011, Head of Group Human Resources at Swisscom, where he is also a Member of the Executive Council.

Although Walter Steinlin hands over his iimt presidency to Dr. Hans C. Werner, however he will nevertheless continue to be active as President of the iimt Advisory Board and as lecturer.

The iimt is looking forward to its future collaboration with Dr. Hans C. Werner, and thanks Walter Steinlin for his durable and remarkable investment as President of the iimt Institute Council.

Dr. Hans C. Werner

Walter Steinlin
After first market and competition analyses, the development team defined the targeted customers. With the help of Jedidja’s app, people from Biel/Bienne will receive insights on possible parties and clubbing events, regional sport events and can also publish and share pictures via the app. With the integration of Immoscout24, users can find their desired apartment in the region. The initial areas agenda, radio, and EHC-Biel will still be available for the users. The developer team will soon focus on the personalisation of these main areas to deliver a unique value proposition.

During March 2016 a test group of 30 people will test the app and hand over some feedback in April. During April and May, the developer team will adapt the app and solve the last problems before summer. The App should arrive on the market beginning of June 2016. The app’s look is based on tiles, which can be sold to place advertisement or place special offers of chosen partners.

The name of Jedidja’s app changed from „MyCity“ to „MeinBiel“.

Should you wish to have any additional information regarding the students ideas, “ideas@iimt” or sponsoring opportunities, don’t hesitate to contact us ideas@iimt.ch.

Mohamad Aldabas started working as a trainee at the iimt in January 2016.

He grew up in Darayya just outside of the Syrian capital Damascus, where he completed his Bachelor’s degree in Economics and Business Administration in 2011. He then worked at the Consulate General of Switzerland in Dubai for three years, in Public Relation and Administration Assistance.

Mohamad moved later on to Switzerland, where he started a Master in European Business at the University of Fribourg. Mohamad came first in touch with the iimt during the course “Management in Energy Sector”, then later with the “Innovation and Technology Management” course. These courses gave him the opportunity to join the iimt, and he is looking forward to furthering his knowledge and experience in Crowd Energy Security.

The iimt staff is looking forward to working alongside Mohamad and wishes him a good start.

Welcome Mohamad Aldabas!
Executive Programmes Review 2015

The courses last year started with modules 1 + 2 of Strategy & Innovation Management. Module 3 exceptionally took place in March. Students were highly delighted to get the tools to implement a strategy vision for their company. The course Marketing Management impressed the students a lot, thanks to the high level of lecturing and the number of experts.

In March, the course Organisational Behaviour & HRM focused on the effective management of people in organisations. A highlight was also our Subject area coordinator and main lecturer, Prof. Dr. Kerstin Alfes, who was honored for the prize “HR Swiss Award” for her excellent scientific work in the field of Human Resources. The iimt was proud to welcome a lot of LLM students in our Business Ethics course. They have, moreover, accomplished an excellent teamwork together with the iimt students.

In September, the students took advantage of the ICT & Utility modules. The class of Corporate Communication was again composited with iimt and LLM students. The Role Play Stonehouse from Dr. Graeme Lindsay let the students feel how it would be to answer uncomfortable questions from a journalist and how to handle a crisis within a company. In the module Information Management and Decision Support, the lecturers showed how the role of IT is increasingly important for the corporate strategy of companies.

The courses in November started with National & International Economics, where the students had to practice the challenges of the market. In the courses Law in ICT & Utility Management, they met several lawyers specialised in different topics and they had to get familiar with a lot of law terms. In the last session, in November, Mr. Binder gave the students some practical tasks to improve the Project Management Process.

The iimt was delighted to conduct successfully the Executive Programmes in 2015, and is looking forward to another great year in 2016.

The iimt is offering tailor-made study programmes, in order to gain and expand management skills for the future recognition of economic correlations.

"Interesting course with a modern approach about one of the most important challenges in companies"

"Great lecturers, exactly the aim in an EMBA course. Lots of professional experience, a must course for every future manager!"

"Fantastic courses and a must for contemporary managers who want to succeed in business"
Next Courses in March

Teamwork, Collaboration and Employees are the key to success in today's companies. HR Management combined with effective and smooth processes in your daily challenges may help you on the road to success and strengthen your personal and professional growth.

Don't miss the opportunity to take an active part in business excellence.

Organisational Behaviour & HR Management

Module 1: 8th - 9th March
Personality; Teamwork; Motivation; Organisational justice; Employee engagement

Module 2: 10th - 11th March
Strategic HRM; Employment contract; Attracting & selecting employees; Developing & performance managing employees; International HRM

Module 3: 22nd - 23rd March
Leading strategically including; Personal leadership styles; Strategy and goal setting; 360° Feedback; Strategy stories

International Speakers:
- Prof. Dr. Kerstin Alfes, ESCP Europe, Germany
- Prof. Dr. Amanda Shantz, Greenwich Business School, UK

Speaker:
- Mrs Christine Ledergerber, Ledergerber Hinderling Consulting, Zurich

Business Ethics

Module 1: 31st March - 1st April
The role of business in society; Ethical and unethical decision making; Managing organisational integrity; Responsible supply chain management; Towards a new world order; The transformation of society; Corporate social responsibility; theory and practice; Global business and global societies

Speaker:
- Prof. Dr. Guido Palazzo, Ecole des HEC, University of Lausanne

Process & Excellence Management

Module 1: 15th - 16th March
Process management; Strategic and operative process management; A practical insight in process oriented reorganisations

Module 2: 17th- 18th March
Quality concepts; Models and tools; Excellence programmes in the industry; Business excellence in practice and theory

Speakers:
- Prof. Dr. Fritz Fahrni ETH Zurich & University of St. Gallen
- Prof. Dr. Thomas Friedli, University of St. Gallen
- Prof. Dr. Lüder Tockenbürger, PRO4S & Partner, Gossau SG
Next Courses in June

Most people struggle when it comes to accounting and finance. Whilst we do like to have control of all finance aspects of our business (and private) life, we often hesitate to get ourselves into it. So why not change?

We are offering a three weeks programme to help improve your knowledge. Experts around the topics of accounting & finance will lead you through six modules and provide you with the theoretical and practical know-how. Therefore, accounting and finance no longer needs to be feared.

Managerial Finance

Module 1: 9th - 10th June
Risk and return; Valuation of financial assets; Cost of capital; Capital budgeting

Module 2: 14th - 15th June
Financial statement analysis; Valuation; Capital structure

Module 3: 21st - 22nd June
Evaluating financing alternatives; Risk management concepts; Derivatives and their applications

International Speakers:
- Prof. Dr. Christoph Kaserer, Technical University Munich, Germany
- Prof. Dr. Alfred Mettler, Georgia State University, Atlanta, USA

Management Accounting & Control

Module 1: 7th - 8th June
Using financial reports for decision making; Understanding cost accounting; Costing and decision making

Module 2: 16th - 17th June
From strategy to budgeting; Management control systems; Performance measurement

Module 3: 23rd - 24th June
Transfer pricing in divisionalised companies; Strategic cost management; Strategic performance Management

Speaker:
- Prof. Dr. Thomas Rautenstrauch
University of Applied Sciences in Business Administration, Zurich

Course fee:
- CHF 1'400.- (for 1 module)
- CHF 2'800.- (for 2 modules)
- CHF 4'200.- (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.
ICT Networking Party 2016

The 14th edition of the ICT Networking Party took place on the 21st of January 2016 at the Kursaal in Bern. 1400 guests from the ICT, economy and politics sectors, joined this legendary event. There is undoubtedly no sectorial event in Switzerland which brings together some many guests than the ICT Networking Party. The place was crowded, and the atmosphere was – as always – great.

The host of the evening, Vania Kohli, welcomed guests to this yearly event on the theme: "Ist Emotio die Ultima Ratio?". She later gave the floor to the States Council, Ruedi Noser, who gave the guests an overview of the key points of the coming year.

Under the motto "Erzählen Sie schon Geschichten, oder reden Sie noch?" Peter Marthaler, from Die Mobiliar insurance company spoke about storytelling. Prof. Dr. Lutz Jäncke, neuroscience Professor at the University of Zurich, has subsequently challenged the audience with his presentation on “Ist unser Hirn vernünftig?”. At the end, the magician Simon Pierro also fascinated the guests with his tricks using his iPad. The evening ended in the "Biergarten" for a very intense networking session. Participants are meeting again for the next ICT Networking Party on the 19th of January 2017.

The iimt was, as every year, host of a table and had the great honor to welcome decision makers and fascinating personalities at the table.
Business Efficiency and Innovation Design
How to make it better?

We are in the midst of the most amazing period of change. Being efficient and innovative is imperative and challenging for industry, government and communities. The emergence of new ways of working, living, technologies and trends such as Agile, Analytics, BigData, Cloud, Internet of Things including Smart Cities and Smart Living are demanding fundamental shift in the design and implementation of complex and dynamic integrated business, information, social, technology and facility elements of enterprises.

This lecture discusses a practical approach to the systemic design and implementation of adaptive enterprise architecture for continuous efficiency and innovation. Asif Gill conducts practice-oriented applied research in contemporary information and software technologies that targets the challenges of industry, government and communities. He practices and investigates how to design and implement agile resilient (adaptive) strategy and architecture for the development and adoption of enabling technologies.

Dr. Asif Gill has a mixed background, covering a variety of roles in both industry and academia. He has a PhD and MSc. Computing Science, Master of Business. When completing his PhD at University of Technology Sydney, he was awarded the Australian Post-graduate Award for Industry. He has worked with a number of major organisations including ING Australia, ANZ Bank, Reserve Bank of Australia, Telstra, University of Newcastle, and University of Sydney. He has extensive industry experience in delivering multi-million dollar commercial and research projects. He is the sole author of three books including a recent book on Adaptive Cloud Enterprise Architecture. He is author of 60+ articles and The Gill Framework® V3.0 for architecting Agile Resilient Enterprises as Adaptive Enterprise Service Systems.

The next iimt Masterclass will take place on the 19th of April 2016 at the iimt - University of Fribourg (Room B130).

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 15th of April 2016).

Powertage - The place to be for the Swiss electricity industry

Every two years, at the beginning of June the Powertage take place in Zurich. This is a good occasion for people from the electricity sector to meet, follow different interesting lectures and visit the exhibition. The iimt will again be represented at a booth (together with other universities of applied sciences).

Visit us from the 31st of May to the 2nd June at the Messe Zurich.
iimt New Partner: Cofisys

Because the success of a project depends on the people that make it up

Cofisys Consult GmbH is a boutique IT consulting company, specialising in implementation projects and education related to SAP™ systems. We focus on the areas of Finance, Controlling, Treasury and Project Management.

Our story:
Cofisys was founded in 2013 by two consultants and one administrator with a long history in the SAP business. Perched in the Pre-Alps, close to Fribourg, we work both in Switzerland (thus far in 10 cantons) as well as abroad (mostly in Europe, US, Canada, Brazil, Singapore etc.). Being tri-lingual helps us a lot in international, cross-cultural projects. We have experience in a wide range of industries. These include: pharmaceuticals, luxury goods, machine & tooling, consumer goods, IT, agro-alimentary, Insurance, telecoms as well as petrochemical industries and we look forward learning about others.

Of course, being a small consultancy, we could never achieve all this on our own. We have a network of respected experts and work closely with larger international consulting companies. We have a special relationship to SAP for whom we have been teaching courses both in Switzerland and outside for the last 16 years as well as to certain global consultancies who kindly value our expertise.

Our Objectives are twofold:
• To bring our clients’ projects to a successful conclusion by delivering the best possible solution within time and budget.
• To help our clients to achieve their own objective through sound advice and practical service.

Our Methods:
Firstly, we adapt to methodology frameworks used by the client. Most major clients have their own established methodologies and in our long experience it has proven most effective to leverage existing practices while adapting them to the particular project situation.
Secondly, we use two approaches that have crystallised over the years: “Sherpa consulting” and progressive pro-active value realisation.
The Sherpas are both guides and carriers. We see ourselves as guides through the IT landscape who shoulder the burden of our clients so that – to keep with the metaphor – they reach the summit of their ambitions.
The progressive & pro-active value realisation addresses the fact that many companies invest a lot in their ERP systems, but fall short of realising their full potential. We believe that with a proportionally small outlay, they can unlock their full potential, boosting their return on investment. We have developed a completely new approach to achieve this.
Our future:
Like everybody else, we do not know what our future will be, but we have a pretty good idea of where we want to go.
The SAP consulting business can be characterised in the following way. ERP technology is mature and many clients already have previous experience and expertise. However, projects tend to grow in complexity due to global reach and continuous increase in standardisation.
New technological breakthroughs like HANA, Simple Finance and Fiori create strategic opportunities to radically rethink established ways of working and develop new business models.

Through partnership with the iimt we want to formalise and improve our consulting methodology in order to respond to the new market conditions.
Through cooperation with other consulting companies as well as SAP itself, we stay abreast on these new technologies.
Finally, we are exploring ways to make SAP software a rentable solution for smaller companies

Our invitation:
If you have a situation where you think we could be of service, or if you want to exchange and or cooperate with us on a topic that interests you, please do not hesitate to contact us.

For more information, please visit our website: www.cofisys.ch or contact us: emuller-bergh@cofisys.ch
In the iimt University’s Master course "Innovation and Technology Management", the iimt accomplished again to provide some interesting insights to the topic of innovation in business. The iimt was proud to see that the business ideas, which students developed during the semester, were again diversified and showed a great market potential. In the Master course, students not only learned the necessity of innovation and technology management but also how to create business ideas and business opportunities.

For the first time, the iimt invited Pierre-Yves Caboussat, innovation architect at innotools, who presented the students the COSTAR method. COSTAR allows students different views on their ideas and helped them to improve the idea during the semester. At the oral examination the iimt was overwhelmed by the quality of the business ideas and especially by the personal efforts of some students who even built first prototypes of their ideas. Some of these entrepreneurial students will get a chance to participate in the ideas@iimt programme and benefit from a personal coaching as well as fundings.

Andreas Barmettler developed a new design and new functionalities for worm farms. Existing worm farms are expensive, require a lot of space and target rural garden-owners. “Wurmturm”, however, stacks boxes and thus needs less space, causes faster composting with less smell and targets young urban people, who live in apartments. Andreas already sold one "Wurmturm".

Nadine Artaz was highly unsatisfied with the unhealthy snacking opportunities at the university. She demonstrated how easy it would be to offer "superfood"-snacks in mechanical selling machines. Cookies and brownies made of superfood, like Chia semen, Açai berries or the Goji fruit, are a healthy alternative to common snacking. “Neunmalklug” will offer such snacks at the university in mechanical selling machines. 10% of the revenue will be donated for charity. Nadine’s enthusiasm, vision and cooking skills convinced the iimt to support her business idea.

Antoni Wiercioch is a passionate angler and demonstrated how bureaucratic tasks inhibit his passion: countless papers for the angler and inefficient paper work and processes at the Department of Fishery are not only cost expensive but also consume a lot of precious time. “Fishstat”, an App for anglers and the departments of fishery, would allow reducing the bureaucratic effort on both side and convert papers in electronic ID’s and statistics. This app would not only save a lot of time and money for the administration but by receiving daily electronic updates, the government could moreover inform about overfishing in Swiss lakes and rivers more precisely, according to Antoni.

Since some semesters now, the iimt supports entrepreneurial students and helps them to realise their business ideas. ideas@iimt provides them personal coaching and support, a network and small funding to realise first entrepreneurial steps.