

# Annual Report

iiimt - 2020





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## A word from the President & the Director

Ladies and Gentlemen,  
Dear members of the iimt world,

We are delighted to finally be able to say that we have closed chapter on 2020 and to welcome you into the new 2021! For most of us, 2020 was a very unusual year full of new challenges that required everyone to swiftly pivot and adapt to the current situation. In less than a year, digitalization has taken a massive jump forward, with many of us being forced to move some or all our activities to the digital realm. The iimt has also been able to shift all operations and courses online and continue providing excellent education, while ensuring health and safety for all the students, lecturers, and team members.

The past year will always be remembered as the year of the pandemic, but we should not forget that this also meant that it was also a year of change, transformation, and novelties. Almost overnight all team members were working from home and for the first time, the University building was closed. Despite this new situation, daily business continued, the Executive Programmes were carried out, and work on research projects continued. We owe a big thank you to all team members, lecturers, students, and other stakeholders of the iimt for their commitment, flexibility, and engagement.

In addition to moving to online courses and home office, which went without a hitch thanks to the great commitment of all employees, the iimt launched two new Executive CAS programmes in cooperation with Swisscom (Schweiz) AG. More details about these programmes can be found later in the report.

Going beyond just offering courses online, we were able to recreate social activities by organising several graduation ceremonies and other events online. We successfully married some aspects of a social gathering with virtual events. Of course, it is not the same as having a joint get-together on site, but nevertheless, we were more than happy to meet and greet people virtually.

Furthermore, the Chair of Management in ICT continued to be a leader and offer cutting-edge research. New researchers joined the team, and in addition to the University courses, we successfully executed prestigious research projects and published several papers at national and international conferences.

More news to come with many exciting projects that are in the pipeline for 2021. Customers' and market needs, as well as digital challenges, are a constant inspiration and driver for us to take a leading role. We are very much looking forward to welcoming you back in person as soon as possible. While we still may be some time away from a complete return to normality that we all strongly desire, the upcoming months promise to get us a little bit closer to life as usual. We would like to thank you for the trust you place in us and we are looking forward to another exciting year with you.

Many thanks to everyone and stay healthy and safe!

Dr. Hans C. Werner  
President of the iimt

Prof. Dr. Stephanie Teufel  
Director of the iimt



# Who are we

## iimt - a world of opportunities

The international institute of management in technology (iimt), as part of the University of Fribourg, is a leading Swiss competence centre for Management in Technology and is committed to excellent education and research.

### Our Vision

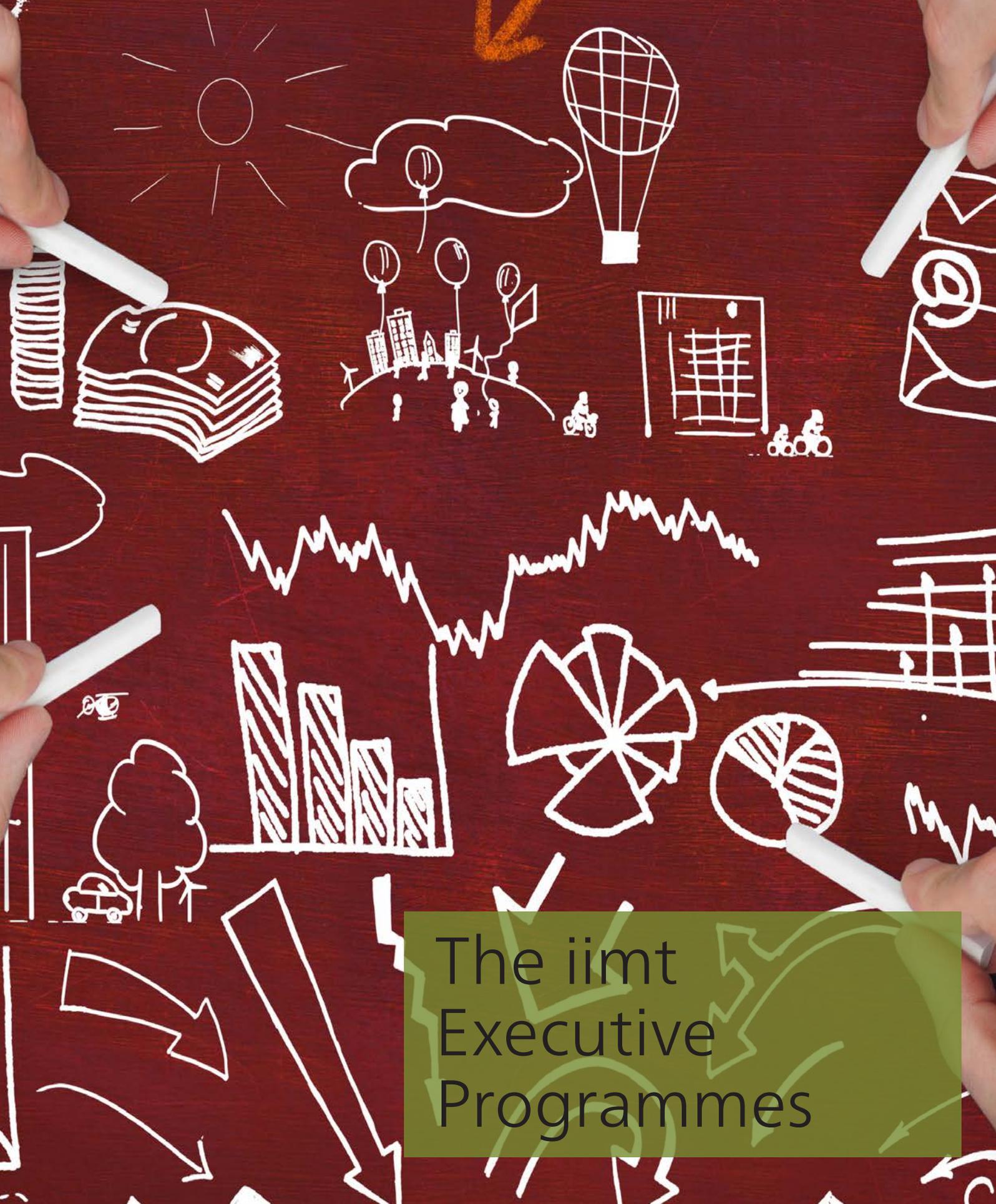
Our vision is to develop future game-changers who will have a positive impact in society, who can face technology-driven challenges and who can provide solutions for identified emerging issues in a global business environment.

### Our Mission

Our mission is to provide mutual inspiring environments for excellent postgraduate education and cutting-edge research in the field of Management in Technology. We strive to enable a unique and agile learning experience by linking national and international academics and practitioners with the most recent tools and learning techniques. Individual learning and research objectives are realized through stakeholder proximity and strong partnerships. We pool people, cultures, ideas, services and technologies to create real value adding for society.



# Execution



The iimt  
Executive  
Programmes



- Structure the project vision in creative ways to communicate it equally across all the locations
- Find local allies to translate the project vision and constantly communicate it and reinforce it to the local teams using local languages and expressions
- Eyes and minds open to collaborating

## About the Executive Programmes

### The Executive Programmes

The iimt Executive Programmes offer access to knowledge and skills enabling participants to innovate, produce consistently superior results and successfully lead global business organisations. We are committed to the success of everyone who entrusts the iimt with their education. Therefore, we offer modular and flexible programmes that provide a great deal of flexibility, allowing everyone to tailor their studies around their busy schedules. Our students can extend their studies over several years, and they have the flexibility to plan their programme as they see fit.

All courses are focusing on Technology Management, and are continuously adapted to ensure that they are in line with new technologies and developments in the digital world. Here at the iimt, we put a lot of focus on connecting theory and practice. To do so, we continuously collaborate with top experts who share their invaluable experience with our students through practical case studies. Our students have an opportunity to discuss and exchange ideas and knowledge with lecturers and other participants from different companies and industries.

In 2020, the iimt was chosen by numerous students as their “number one choice” to expand their knowledge and experience through a variety of programmes such as the Executive MBA, Executive Diploma, Executive CAS study programme or Special Courses. The iimt is continuously reinventing itself with a vision and commitment to developing future game-changers who will have a positive impact on society and provide answers to upcoming challenges of the global business environment.

### Highlights of the Year 2020

2020 was also a very special and challenging year for the iimt. Fortunately, we were able to conduct the first modules in January in Fribourg as planned, which allowed us to very successfully kick off the new year. However, when in March, it became very apparent that the situation with virus should be taken very seriously which influenced our courses. The first week of the course was held in Fribourg, however, the remaining modules had to be postponed until we were able to catch up through online classes in May. For the same reason, our plans for June modules were also uncertain, however, for safety reasons we decided to go ahead with the online classes as well. We are very grateful for everyone’s patience and flexibility in the process – we could not do it without you.

In September, we were grateful that we were able to hold some of the modules on site in Fribourg and we were very happy to meet the students once again in person. As the situation became more critical, all remaining modules were successfully moved and conducted online.

The ever so changing circumstances around the pandemic forced us to reconsider our entire module planning on a very short notice and embark into the world of online teaching. Thanks to the great flexibility of our lecturers, all modules were, in a well-structured manner, converted to online format quite quickly. This was a new challenge for all of us and it required quite a bit of getting used to not seeing each other in person, no socialising during coffee breaks, and most importantly no chocolate in the course room! Our lecturers pulled all the stops to make the online lessons interactive and interesting, and I think we also had a very good experience here.



# About the Executive Programmes

We have also had many unforgettable moments during the transition. The new situation also allowed us to explore new tools that have helped us to run our courses smoothly. While some of these will certainly remain in use going forward, we can undoubtedly say that all challenges of the 2020 have helped students, lecturers as well as the iimt team to develop and elevate.

40 new students registered for the Executive Programmes and had an opportunity to benefit from a variety of modules. Some of the students wanted to expand their knowledge through special courses, while others enrolled for an Executive Programme. By making our programs more flexible, the students were able to put together their own schedule. We are offering eight different Executive CAS, two Executive Diplomas and an Executive MBA Programme to future managers and entrepreneurs. With our new range of programs, students can choose from a wide selection of modules and put together a tailor-made study Programme.

In order to keep up with changes in the global business environment, we have restructured and refreshed some of our modules ensuring that the content is relevant and up to date. Last year we welcomed new professors and lecturers bringing in strong new academic and practical knowledge from different universities and industries. We restructured some of our modules to ensure that we are in line with the latest trends, such as digitalization.

Students can familiarise themselves with some of their modules through prep-work, giving them a head start with the courses. We have ensured that our courses are rich with interesting content and case studies. To make our programmes even more flexible we also adjusted our examination process – some courses will require students to apply and showcase their knowledge in a final paper, while the others will be graded through a written exam or presentation. All our modules have one thing in common – active participation is the most important and focused-on factor when it comes to a final grade.



# Executive EMBA, Diploma, CAS Projects

## Executive MBA

### **Stéphane Bovet**

'Business Process Management approach for a Government Agency. Redesign and automate business processes to reinvent key information services.'

### **Peter Grimm**

'Value Creation of Digital Measurement Equipment for Power Grid Applications.'

### **Laurent Jaquier**

'Impact of digitalization on Procurement. The increased speed.'

### **Pierre Papaux**

'Défis stratégiques de l'industrie des réseaux d'énergies dans le contexte de la stratégie énergétique 2050.'

## Executive Diploma Digital Leadership

### **Pascal von Allmen**

'Leitfaden für die Licht- und Wasserwerk Adelboden AG zur Erarbeitung der Unternehmens- und IT-Strategien unter Berücksichtigung der digitalen Transformation.'

## Executive CAS Strategies & Innovations

### **Deborah Defalque**

'Greenlina, stratégie marketing pour le lancement d'une innovation de niche.'

## Executive CAS Project Excellence

### **Ljubomir Stojanovic**

'The Transformation of an Insurance Company into a Lean-Agile Enterprise.'

### **Gisela Weibel**

'Positionierung der Fachstelle für Sekundärrohstoffe im Umfeld Universität/Industrie/Behörde.'

## Executive CAS Digital Excellence

### **Barbara Küpfer**

'Reflexion einer digitalen Transformation im Grosskundenbereich eines ICT Providers.'

## Executive CAS Innovation Management & Intrapreneurship

### **Helena Bornet dit Vorgeat**

'Rethinking an innovative space. The HUG Innovation Center.'

### **Sonja Brolle**

'Continuous product discovery. Entwickeln eines Prototyp-Frameworks für den Produkt-Entwicklungsprozess bei Swisscom.'

### **Marcel Edel**

'Innovation in Krisenzeiten. Einfluss der aktuellen Coronakrise auf die Innovationsaktivitäten von Schweizer Unternehmen.'



# Executive EMBA, Diploma, CAS Projects

## Executive CAS Innovation Management & Intrapreneurship

### **Luise Letzner**

'Förderung von Innovationsvorhaben in Stadtwerken.'

### **Jose Anita Piening**

'Ansätze für ein agiles Performance Management bei der Matterhorn Gotthard Bahn.'

## Executive CAS Lean Innovation

### **Pascale Funk**

'Wirkungsvolle Marketing-Kommunikation. Unterstützung der Kleinunternehmen bei ihren Marketing-Kommunikationsvorhaben.'

### **Michael Kalbermatter**

'machbar – Netzwerk für Macher. Können die Initianten mit der machbar modernen Entwicklerteams einen Mehrwert bieten?'

### **Natascha Mattich**

'Insight Camp der Post. Analyse und Massnahmendefinierung zur positiven Gestaltung des Kundenerlebnisses der Workshop Teilnehmenden.'

## Executive CAS Leadership in a diverse world

### **Matthias Blattner**

'Der Frauenanteil @ Swisscom.'

### **Corinne Erismann**

'Diversity in Teams bei Swisscom nutzen und fördern.'

### **Christian Furrer**

'Diversität in agilen Organisationformen bei Swisscom – Mehrwert und Treiber aus der Praxis.'

### **Stefan Gal**

'Der Weg zu einer vorurteilslosen Organisation.'

### **Silvan Hänggli**

'Massnahmen zur Stärkung des Teams und Vermeidung von Know-how-Verlust durch Pensionierungen.'

### **Kathrin Kölbl**

'Diversity in der B2B Sales Organisation: Empfehlungen zur Verbesserung der Gender & Generationen Diversity.'

### **Sabrina Lehman**

'Jobsharing @ Swisscom. Handlungsempfehlungen zur Förderung von Jobsharing bei Swisscom.'

### **Olivier Minotti**

'Swisscom: Reflexion / Massnahmen zur Erhöhung des Anteils Mitarbeitende < 30 Jahre.'

### **Annemarie Neuenschwander Blem**

'Diverse Teams: A handbook for more inclusion.'

### **Damian Roos**

'Team skills diversity improvement.'

### **Jens Schürer**

'Deliberate incorporation of the management of mixed generations.'



# Executive EMBA, Diploma, CAS Projects

## Executive CAS Leadership in a diverse world

### Michael Sunnard

'Distributed agile teams. Swisscom DevOps Center in Rotterdam and Riga.'

### Pascal Weber

'Hürden und Chancen für eine Zusammenarbeit über die Sprachgrenzen hinweg.'

## Executive CAS Agile Leadership

### Xavier Bandeville

'Comment déployer les principes Agile dans une équipe fournissant des services informatiques d'exploitation d'infrastructures.'

### Isabelle Cavallo

'Transformation et agilité chez SKD.'

### Christophe Emaldi

'Transformation Agile d'une équipe opération.'

### Karim Es-sami

'How can we go accomplish a reorganization in an agile setup with a bottom-up approach?'

### Patrick Klopfenstein

'L'agilité au cœur d'un Call Center.'

### Patrick Klopfenstein

'Scrumban: le chemin vers une productivité augmentée.'

### Daniela Nicolescu

'La transformation agile: effets sur la motivation des collaborateurs.'

### Séverine Perriand

'Quel est l'impact d'une transformation agile dans une organisation opérative? Being et doing agile@SRC.'

### Wilfrid Puyo

'Autonomisation et motivation d'équipes dans le contexte de l'ingénierie de réseaux.'

### Boris Sprenger

'Approche Agile. Transformation en mode Scrum de l'équipe GO West!'

### David Taverney

'Agile Transformation @INI. Analyse de l'évolution d'INI-RLA et INI-NET.'

### Alexandre Varone

'Est-ce qu'une approche "Objectives and Key Results" est transposable dans un environnement agile?'

### Xavier Bandeville, Patrick Klopfenstein, Séverine Perriand, Alexandre Varone

'Stimuler la motivation intrinsèque, le défi du leader de demain.'

### Isabelle Cavallo, Christophe Emaldi, Daniel Masson, Daniela Nicolescu

'Transformation Agile@Swisscom. Etat d'esprit ou Savoir-faire?'

### Karim Es-sami, Wilfrid Puyo, Boris Sprenger, David Taverney

'Comment concilier une organisation hiérarchique traditionnelle avec l'implémentation de l'agilité à grande échelle?'



# Facts & Figures

## Facts & Figures

**40** new students registered for our Executive Programmes in 2020

**12** different nationalities were represented in our classrooms in 2020

**22** Zoom sessions were organised for the Executive programmes in 2020

**336** lessons were conducted online

**228** lessons were held in Fribourg

**9** main industries were represented by our students, ranging from ICT & Utility to Transport & Logistics

**55** outstanding lecturers from leading Universities, and business experts participated in the delivery of the iimt's courses

## Fun Fact

By having the courses online, we also got a rare opportunity to meet some of our students' family members and even pets.

Most of our lecturers were excited about implementing group work online. Participants have never been as punctual and could all be brought back with a click of a mouse.

Never before has the commute to the iimt's course been so short.



# Our Graduates

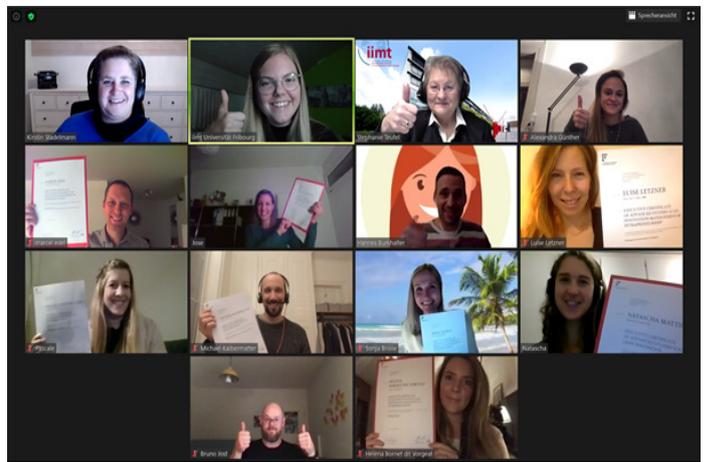
Online iimt Graduation Ceremony , 25.11.2020

## iimt Graduation Ceremonies

Every year, the iimt puts on its finest attire for the graduation ceremonies. And 2020 was a rather outstanding year.

The iimt held not two, not three, but four graduation ceremonies, one of which was held on-site while the other three were online based. All in all, the iimt awarded 42 EMBA, Executive Diploma and Executive CAS degrees. In order to comply with the health measures in force, some graduates received their diplomas by post alongside a box containing everything necessary for a successful evening of celebration: champagne, wine, chocolates, snacks. Even though an online aperitif can barely compete, the online ceremonies still managed to offer a glimpse of a festive spirit.

The entire iimt team congratulates the graduates for their success, and welcomes them to the iimt Alumni network.



Online Graduation Ceremony with INNOArchitects, 10.12.2020



Graduation Ceremony CAS Agile Leadership , 9.10.2020



Online Graduation Ceremony CAS Leadership , 4.11.2020



# University Press & Best Paper Award

## The iimt is also a publisher

In 2020, the iimt proudly released no less than 7 publications on its University Press webshop. Every year, this virtual bookstore hosts new theses from our students and collaborators. This year, 6 of our best EMBA students' papers joined our collection. Finally, the PhD thesis of Dr Yves Hertig, crowns a year rich in publications. They are now all available for download on <http://www.shop.iimt.ch>.

### **Cédric Engeler (2020)**

'Artificial Intelligence in Customer Care. A performance and impact analysis at Swisscom Enterprise', iimt University Press, Fribourg.  
ISBN 978-3-905814-93-4

### **Yves Hertig (2020)**

'Participation in Energy Transition. The Potential and the Coordination of Energy Communities', iimt University Press, Fribourg.  
ISBN 978-3-905814-94-1

### **Rose Moura (2020)**

'Wood Construction Opportunities in Switzerland within Smart City Context', iimt University Press, Fribourg.  
ISBN 978-3-905814-95-8

### **Fabrice Pasquier (2020)**

'Quel futur pour Groupe E? Une méthode pour établir une stratégie de diversification', iimt University Press, Fribourg.  
ISBN 978-3-905814-96-5

### **Michel Vorlet (2020)**

'The road towards ICT for a B2B telecommunication provider. The case of UPC Business', iimt University Press, Fribourg.  
ISBN 978-3-905814-97-2

### **Laure Zbinden-Boulianne (2020)**

'Energiser Groupe E. Evolution de la culture d'entreprise et des structures organisationnelles afin de développer l'esprit d'entrepreneur, la culture de la performance et de l'agilité', iimt University Press, Fribourg.  
ISBN 978-3-905814-99-6

### **Lionel Zufferey (2020)**

'Acquisition Veltigroup / Swisscom. Le choc des cultures', iimt University Press, Fribourg.  
ISBN 978-3-905814-98-9

## Best Paper Award 2020

In 2020, the Best Paper Award Commission chose to reward the remarkable EMBA paper of Vincent Daglia-Zabellina. The originality of the sector studied and the added value for the economy are the decisive advantages of this paper. The Commission and the iimt congratulate Mr Daglia-Zabellina for his contribution.

The Best Paper 2020 can be found in the iimt webshop:

### **Vincent Daglia-Zabellina (2019)**

'Les nouvelles générations de la Blockchain et le Big Data au service d'une carte d'identité pour nos biens immobiliers. Un long voyage au sein de la transformation digitale', iimt University Press, Fribourg.  
ISBN 978-3-905814-71-2



# Marketing & Communication Activities



# Marketing & Communication

## A Short Overview

The iimt strengthened its position as a leading competence centre through the successful implementation of a range of marketing and communication activities. The focus in 2020 was on acquisition of new students, portfolio development as well as the creation of new course programmes that are covering a market gap. In this aspect, an important key element of our activities in the past year was the close cooperation with our industry partners.

Another essential component throughout the year was the personal support of potential and existing students, who were accompanied and supported by us throughout their decision-making process towards beginning or continuing a study programme.

As everyday life has been moved into the digital space, several events and networking activities, fostering personal exchanges, happened virtually. Nevertheless, communication was an important factor and was carried out via a variety of media: digitally via the iimt Newsletter and Social Media platforms, virtually via MS Teams and Zoom sessions and traditionally through articles in journals, newspapers, magazines and other printed media.

## Highlights of the year 2020

Highlights of the year 2020 were the launching two new Executive CAS programmes in cooperation with our partner Swisscom (Schweiz) AG. The first one, the "Executive CAS Leadership in a diverse world" focuses on the sustainable diversity management in companies. Inclusion and diversity are considered as very important success factors for every multinational organisation. Diversity fosters creativity and efficiency, and as such has a great impact on the business allowing teams to quickly generate ideas and innovation. With this course participants can learn how to use the necessary tools to implement, manage and strengthen diverse teams.

The second Executive CAS Agile Leadership was in French and is reserved for Swisscom employees only. To course provides a variety of tools, as well as all theoretical and practical know-how they might need to operate in an agile environment. Both programmes are based on different learning methods, self-study and, above all, a high level of practical relevance to the students' own company.



# Marketing & Communication

## Fun Fact

Is this the last year that the iimt marketing pages will be illustrated by a brainstorming image with the effective post-it notes?

Maybe it is. 2020 has drastically accelerated the process of digitalisation across all industries, organisations, and teams, including marketing. Due to remoteness and social distancing, our team had to rely on online tools more than ever.

Despite this, the post-its remain a favourite would probably survive in a digital form, with one advantage: less waste!

## Facts & Figures

**29** newsletters were sent to our stakeholders in 2020 with updates, highlights, special offers and other important information

**42** surprise boxes were sent to our graduates in order to celebrate the graduation ceremony virtually

**168** Facebook, Instagram and LinkedIn posts about the iimt activities were shared across the platforms in 2020

**618** medial elements (pictures & PDF) were used to create the iimt's new website





ICT Networking Party, Bern

# Partners & Events

## Our Network of Partners

We understand the importance of networking and partnerships in the business and professional world. Although a lot of activities took place online, we paid special attention to stakeholder proximity and to our cooperation with renowned national and international companies.

### Platinum & Gold Partners

Swisscom (Schweiz) AG, a Platinum partner, and Groupe e SA and INNOArchitects, our Gold partners are all taking an active role as leaders and contributors to high-quality education. We are actively collaborating with both partners in the fields of education, research, as well as planning and delivering lectures and events.

### Bronze Partners

- asut
- Banque Privée Edmond de Rothschild S.A.
- BOC
- Campana & Schott
- Electrosuisse
- GITI - Groupement des Ingénieurs en TIC
- HEIA - School of engineering and architecture Fribourg
- Hostpoint
- Münchner Kreis
- Smart Living Lab

### Media Partners

- CRM Finder & Cloud Finder
- energate messenger
- Energie Finder & Security Finder
- ICT Kommunikation

## Our Event Highlights in 2020

In 2020, the iimt organised or actively participated in the following events:

23.01.2020	ICT Networking Party, Bern
03.02.2020	ARC-HEST Workshop, Fribourg
12.02.2020	Café scientifique, Fribourg
27.03.2020	online-Pitching-Session Executive CAS Agile Leadership
11.05.2020	online-Pitching-Session Executive CAS Innovation Management & Intrapreneurship
14.05.2020	General assembly asut (online)
04.06.2020	Swiss US Energy Innovation Days (online)
03.09.2020	asut IOT Konferenz, Bern
23.09.2020	Perspektiven Event Smart Living Lab
08.10.2020	iimt Masterclass (online)
09.10.2020	Graduation Executive CAS Agile Leadership, Fribourg
03.11.2020	Berner Digitaltag (online)
04.11.2020	Graduation Executive CAS Leadership in a diverse world (online)
25.11.2020	Graduation iimt (online)
10.12.2020	Graduation iimt & INNOArchitects (online)

Additionally, the iimt participated in several Smart Living Lunches, which took place virtually.



The Chair of  
Management  
in ICT



# Teaching Activities

## Highlights of the Year

### iimt teaching goes digital

The pandemic's impact on almost all facets of university work also strongly impacted the chair's teaching activities – while the start of the Spring Semester 2020 was still “business as usual”, iimt lecturers had to switch to online delivery of courses in course of ten days. While this was a daunting task, it was implemented without a hitch – from one week to the next, the two courses “Strategic Niche Management” and “Strategical Project Management” shifted to the digital realm.

As the pandemic progressed, the rest of the semester was also held virtually – including guest lectures, final presentations and examinations. While the improved situation at the start of the Autumn Semester allowed for on-site teaching, contingency plans were made, which proved extremely useful as universities switched to online teaching once again in October. However, through scheduling lectures at the beginning of the semester and utilising various digital tools supporting the students' work, it was possible to successfully complete the term to the students' and lecturer's satisfaction.

### Digital transformation of socio-technical systems

Following up on the successful trial of the multidisciplinary course “Fribourg von morgen” in the autumn semester of 2019, the course concept was formally included in the iimt's course list as “Digital transformation of socio-technical systems”.

In the course, a group of interested students worked together on solving systemic innovation challenges in the context of the city and canton of Fribourg, drawing on tools and theory from project management, innovation management and transition studies provided by iimt lecturers, a broad range of inputs from academics from different disciplines,

as well as representatives from private enterprises, public companies and industry associations. Focusing on the cultural offering of the City of Fribourg and the context of the ongoing pandemic, the students developed a highly innovative concept for a digital museum, titled FrAME - Fribourg Arts et métiers électronique.

### Innovation-led transformation of socio-technical system:

#### Strategic Niche Management

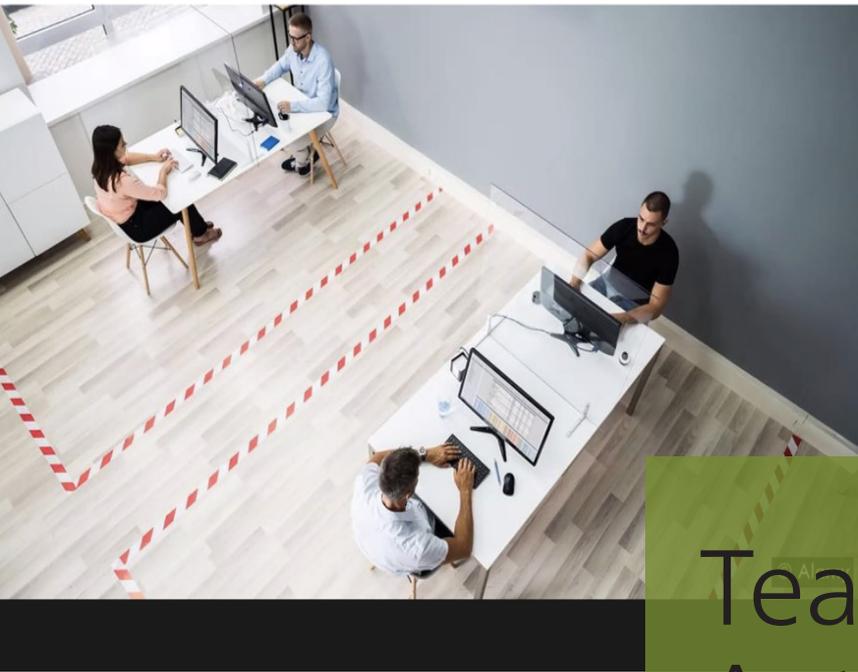
This course aims to provide students with a theoretical understanding of the basic principles and concepts of Transition Studies and, particularly, Strategic Niche Management. Besides gaining knowledge on Transition Studies theory, the students are required to utilise Transitions and Strategic Niche Management concepts in order to review real-life industry cases provided by a company partner and develop practical advice for further innovative activities.

In 2020, the iimt collaborated with Liebherr Machines Bulle SA, who provided students with real-life cases derived from their work on hydrogen combustion engines in various contexts, ranging from heavy machinery to railway engines.

#### Strategisches Projektmanagement

This master course aims to convey the importance and applicability of theoretical and practical methods in project management. In addition to theoretical insights, practice-focused contributions from our partners Campana & Schott, DACS and revendex provide students with valuable examples on the utilisation of state-of-the-art project management approaches in international business practice.

**Trends (2) : COVID effect**  
(Even) Lower density and diminished use of space



# Teaching Activities

**Revision of the course Innovations- und Technologiemanagement**  
For Autumn Semester 2020, the iimt has broadly revised the master course "Innovations- und Technologiemanagement", which was previously on hiatus for the academic year 2019/20.

Besides updating the course to reflect current developments in the field of innovation research and management, additional emphasis was put on teaching and utilising practice-focused innovation management approaches and tools such as persona building or the Design Thinking process.

The changes were favourably received by the students, who used their newly acquired knowledge in order to develop, in teams, five highly interesting innovative products ranging from an innovative laptop cover/bag to an one-stop-shop app for restaurants.

**Swiss-Korean academic exchange programme ARC-HEST**  
Following the participation of iimt members at the 2019 ARC-HEST Summer School in Seoul, Korea, the institute was happy to host, together with colleagues from other departments at the UNIFR, HEIA-FR and the EPFL, the first Winter School organised as part of the exchange programme.

From February 2nd to February 14th, the Korean participants in the programme as well as the Korean academic partners visited Fribourg, with case study work on synergies of architectural design, human factors, and technologies in office buildings and their combined effect on indoor environmental quality and human-building interaction continuing using co-working buildings in Fribourg, Lausanne and Berne.

Scholars from the iimt once again took the role of innovation specialists, delivering a workshop on persona-building and taking part in the academic coaching of the individual student groups investigating the case studies.



ARC-HEST, Winter School in Fribourg, 2020



ARC-HEST, Winter School in Fribourg, Team picture, 2020



# Research Activities

## Highlights of the Year

### Research on system innovation in waste management

The project "Decision Support for Efficient and Sustainable Waste Collection" is carried out in cooperation with Schwendimann AG and DSOR Group. The iimt contributes its competence and expertise in the field of transition research to this project. For optimal management consulting, tools and methods are developed based on approaches from transformation and transition research as well as lean innovation. The theory is specifically applied to a real application case and optimised for practical use. Appropriate tools have been developed and tested with the industry partner, but the planned activities in the industry partner's network have been delayed due to the Corona pandemic.

### Prof. Dr Xuan Xie back at UESTC

Professor Xie was at the iimt for six months as a visiting scholar from the University of Electronic Science and Technology of China (UESTC), Chengdu, China, bringing her expertise and background in information theory. She went back in early February - just before travel restrictions kicked in - and, like us here in Switzerland, was also in the home office. An already planned exchange visit for research exchange unfortunately had to be cancelled due to the Corona pandemic.

### Energy Blockchain

Blockchain in the energy sector is one of the topics that have been researched and studied at the chair. The results were compiled into contributions for two major works on the topic of blockchain, published by Professors A. Meier and H.-G. Fill in the series IT-Kompakt and Edition HMD of Springer Verlag, which appeared in 2020. Likewise, a high-impact article on the topic appeared in Journal of Electronic Science and Technology.

### Digitization

Like all other areas and sectors, the Chair was also majorly impacted by the pandemic. The closure of the university presented an enormous challenge when trying to offer high-quality courses in current situation. The team has pulled in all the forces and managed to successfully turn a buzzword "digitalization" into a reality within a very short time frame. All courses were converted to an online format, including the exams, as well as most of the research activities in ongoing projects. National and international conferences were also attended virtually. Despite all the challenges that the pandemic has presented us with, it has also opened a door to accelerate the ongoing process of digitization.

### Fitting the Hype Cycle to Sharing Economy Innovations

In November 2020, iimt's study "Fitting the Hype Cycle to Sharing Economy Innovations" was selected for the proceedings and to be published at the 36th IBIMA Conference, in Granada, Spain. Among the main findings, our researchers have pointed out that sharing economy innovations may not follow the traditional hype cycle, which is the model used to support entrepreneurial decisions and strategic investments. Due to the Covid-19 pandemic, the conference was held online. The iimt team is pleased to have another article indexed by Web of Sciences and SCOPUS!

### Future Security Challenges for Smart Societies

The iimt participated at the 8th International Conference on Smart Grid and Clean Energy Technologies ICSGCE 2020. The conference should have taken place in Malaysia but due to the current situation it was hosted as an online event. Mohammad Aldabbas presented the paper "Future Security Challenges for Smart Societies: Overview from Technical and Societal Perspectives" on a Sunday morning.



# Research Activities

## Facts & Figures

- 5** peer-reviewed publications
- 2** other publications
- 3** online presentations at peer reviewed conferences in Malaysia, Spain & South Africa
- 3** online workshop presentations at conferences in Switzerland & Austria
- 3** master theses
- 2** EMBA theses
- 25** CAS theses
- 1** EDIPL thesis
- 100** hours (approx.) of online Jour-fix meetings with research team
- 200** hours (approx.) of online meetings with research team and external researchers
- 190** hours (approx.) of online lectures to master students of the Chair
- 16** hours (approx.) of online exams
- 4** cancellations of long-haul flights due to international conferences and meetings

## Fun Facts

The extensive amount of time that iimt staff spent at home office had several interesting beneficial side effects: besides being able to go from their pyjamas straight to their work desk, there was also significant savings potential in terms of commuting time, not to mention the commuting costs like fuel or bus/train tickets. For example, a colleague working only two days a week at the iimt was able to save a total of 76 h of commuting time – now translate this to newspaper read, coffees drunk and “Gipfeli” ate ;-). Have a nice morning, everyone!



# Publications

## Publications (peer reviewed)

### **M. Aldabbas, X. Xie, B. Teufel, S. Teufel (2020)**

'Future Security Challenges for Smart Societies: Overview from Technical and Societal Perspectives', 2020 IEEE International Conference on Smart Grid and Clean Energy Technologies (ICSGCE), Kuching, pp. 103-111, doi: 10.1109/ICSGCE49177.2020.9275630.

### **B. Teufel, A. Sentic, T. Niemer (2020)**

'Blockchain im dezentralisierten Strommarkt', in A. Meier, and HG. Fill (eds.), 'Blockchain kompakt', Springer Vieweg, doi: 10.1007/978-3-658-27461-0.

### **B. Teufel, A. Sentic, T. Niemer, K. Hojckova (2020)**

'Transformation oder Disruption im Energiemarkt?', in A. Meier and HG. Fill (eds.), 'Blockchain - Grundlagen, Anwendungsszenarien und Nutzungspotenziale', Springer Vieweg, doi: 10.1007/978-3-658-28006-2.

### **S. Teufel, B. Teufel, M. Aldabbas, M. Nguyen M. (2020)**

'Cyber Security Canvas for SMEs', in H. Venter, M. Look, M. Coetzee, M. Eloff, J. Eloff, R. Botha (eds), "Information and Cyber Security. ISSA 2020", Communications in Computer and Information Science, vol 1339, Springer, Cham, doi: 10.1007/978-3-030-66039-0\_2.

### **J. Cunha, A. Sentic, S. Teufel (2020)**

'Fitting the Hype Cycle to Sharing Economy Innovations', Proc. 36th IBIMA Conference, Granada, Spain.

### **M. Aldabbas, S. Teufel, B. Teufel, V. Pasquier (2020)**

'Smart Sovereignty: The Security Shield for Smart Society 5.0', International Journal of Digital Society (IJDS), Vol. 11, No. 2, pp. 1619-1626, 2020, doi: 10.20533/ijds.2040.2570.2020.0202

## Additional Publications

### **A. Sentic, B. Teufel (2020)**

'Herausforderungen des Transformationsprozesses im Energiesektor', energieRUNDSCHAU, No. 1, pp. 20-21.

### **A. Sentic, B. Teufel (2020)**

'Die Energietransformation als Chance oder Risiko für lokale Energieversorger?', energieRUNDSCHAU, No. 2, pp. 38-40.



# Publications of Theses

## Master Theses

### **Cunha Borba Santos, J. (2020)**

'The hype cycle of sharing economy innovations - a mixed method analysis on the development of Uber & Airbnb', Master thesis, iimt, Universität Fribourg.

### **Mustafi, L. (2020)**

'Wahrnehmung der Innovationskraft der Universität Freiburg - Analyse und Bedeutung der Sichtweise auf Innovation', Master thesis, iimt, Universität Fribourg.

### **Sterckx, N. (2020)**

'Innovationssysteme - eine Analyse der Innovationsleistung von Unternehmensstrukturen und Prozessen', Master thesis, iimt, Universität Fribourg.

## EMBA Theses

### **Bovet, S. (2020)**

'Business Process Management approach for a Government Agency - Redesign and automate business processes to reinvent key information services', iimt EMBA.

### **Grimm, P. (2020)**

'Value Creation of CONDIS Digital Sensing Products, towards utility business driven solutions', iimt EMBA.

## EDIPL Theses

### **Von Allmen, P. (2020)**

'Leitfaden für die Licht- und Wasserwerk Adelboden AG zur Erarbeitung der Unternehmens- und IT-Strategien unter Berücksichtigung der digitalen Transformation', iimt EDIPL.

## Executive CAS Theses

### **Blattner, M. (2020)**

'Der Frauenanteil @ Swisscom Data Lake', iimt CAS.

### **Bornet dit Vorgeat, H. (2020)**

'Rethinking an innovative space. The HUG Innovation Center', iimt CAS.

### **Brolle, S. (2020)**

'Continuous Product Discovery: Entwickeln eines Prototyp-Frameworks für den Produkt-Entwicklungsprozess bei Swisscom', iimt CAS.

### **Defalque, D. (2020)**

'Greenlina, stratégie marketing pour le lancement d'une innovation de niche', iimt CAS.

### **Edel, M. (2020)**

'Innovation in Krisenzeiten - Einfluss der aktuellen Coronakrise auf die Innovationsaktivitäten von Schweizer Unternehmen', iimt CAS.

### **Erismann, C. (2020)**

'Diversity in Teams bei Swisscom nutzen und fördern', iimt CAS.

### **Funk, P. (2020)**

'Wirkungsvolle Marketing-Kommunikation - Unterstützung der Kleinunternehmen bei ihren Marketing-Kommunikationsvorhaben', iimt CAS.

### **Furrer, C. (2020)**

'Diversity in agilen Organisationsformen bei Swisscom - Mehrwert und Treiber aus der Praxis', iimt CAS.

### **Gal, S. (2020)**

'Der Weg zu einer vorurteilslosen Organisation', iimt CAS.



# Publications of Theses

## Executive CAS Theses

### **Hänggli, S. (2020)**

'Massnahmen zur Stärkung des Teams und Vermeidung von Know-How-Verlust durch Pensionierungen', iimt CAS.

### **Kalbermatter, M. (2020)**

'Machbar- Netzwerk für Macher - Können die Initianten mit der machbar modernen Entwicklerteams einen Mehrwert bieten', iimt CAS.

### **Kölbl, K. (2020)**

'Diversity in der B2B Sales Organisation: Empfehlungen zur Verbesserung der Gender & Generationen Diversity', iimt CAS.

### **Küpfer, B. (2020)**

'Reflexion einer digitalen Transformation im Grosskundenbereich eines ICT Providers', iimt CAS.

### **Lehmann, S. (2020)**

'Jobsharing @ Swisscom - Handlungsempfehlungen zur Förderung von Jobsharing bei Swisscom', iimt CAS.

### **Letzner, L. (2020)**

'Förderung von Innovationsvorhaben in Stadtwerken', iimt CAS.

### **Mattich, N. (2020)**

'Insight Camp der Post - Analyse und Massnahmendefinierung zur positiven Gestaltung des Kundenerlebnisses der Workshop-Teilnehmenden', iimt CAS.

### **Minotti, O. (2020)**

'Swisscom: Reflexion / Massnahmen zur Erhöhung des Anteils Mitarbeitende <30 Jahre', iimt CAS.

### **Neuenschwander, A. (2020)**

'Diverse Teams: A handbook for more inclusion', iimt CAS.

### **Piening, J. A. (2020)**

'Ansätze für ein agiles Performance Management bei der Matterhorn Gotthard Bahn', iimt CAS.

### **Roos, D. (2020)**

'Team skills diversity improvement', iimt CAS.

### **Schürer, J. (2020)**

'Deliberate incorporation of the management of mixed generations', iimt CAS.

### **Stojanovic, L. (2020)**

'The Transformation of an Insurance Company into a Lean-Agile Enterprise', iimt CAS.

### **Sunnard, M. (2020)**

'Distributed agile teams - Swisscom DevOps Center in Rotterdam and Riga', iimt CAS.

### **Weber, P. (2020)**

'Hürden und Chancen für eine Zusammenarbeit über die Sprachgrenzen hinweg', iimt CAS.

### **Weibel, G. (2020)**

'Positionierung der Fachstelle für Sekundärrohstoffe im Umfeld Universität/Industrie/Behörde', iimt CAS.



# Memberships & Organisations

## Memberships with Advisory Vote

- Manager Smart Living Lab UNIFR
- Member of Swiss Federal Communications Commission (ComCom)
- Member of Swiss Academy of Engineering Sciences (SATW)
- Member of the editorial committee of the Journal of Electronic Science and Technology and committee member of JEST special section on Energy Efficient Technologies
- Editor of iimt University Press
- Chair of iimt University Press Scientific Advisory Board
- Jury member of Energy Award Germany (under the auspices of Bundesministerium für Wirtschaft und Energie)
- Scientific Board Member of SBA Research Vienna
- Member of asut Fachkommission Bildung
- President of the Advisory Board of energate messenger Switzerland
- Member of the Advisory Board of Security-Finder Schweiz
- Member of asut Fachkommission Bildung
- Steering Group Member of Sustainable Transitions Research Network (STRN)
- Steering Committee Member of Network of Early Career Researchers in Sustainable Transitions (NEST)

## Other Memberships

- CCIF - Chamber of commerce and industry Fribourg
- ElectroSuisse
- GI - Gesellschaft für Informatik
- IEEE - Institute of Electrical and Electronics Engineers
- IFIP-TC11 - International Federation of Information Processing (Security and Privacy Protection in Information Processing Systems)
- Innovation Club Fribourg
- ISSS - Information Security Society Switzerland
- IT Valley Fribourg
- Münchner Kreis
- PMI - Project Management Institute
- RISE - Responsible Innovation Sustainability Entrepreneurship Collaboratory, Kingston University, UK
- SCNG Special Interest Group of PMI Chapter Switzerland
- SGB - Schweizerische Gesellschaft für Betriebswirtschaft
- SI - Schweizerische Informatikgesellschaft
- SIRA - Swiss Informatics Research Association
- STIR - Sustainability, Technology and Innovation Research Group, University of Greenwich, UK
- VHB - Verband der Hochschullehrer für Betriebswirtschaft



# Programme Committees & Academic Reviews

## Programme Committees & Academic Reviews Prof. Dr. Stephanie Teufel

DEXA 2020 – 32nd International Conference on Database and Expert Systems Applications. Bratislava, Slovakia, 2020. Reviewer and member of the program committee.

ENASE 2020 – 15th International Working Conference on Evaluation of Novel Approaches to Software Engineering. Prague, Czech Republic, 2020. Reviewer and member of the program committee.

ICNEA 2020 - International Conference on New Energy and Applications, Phuket, Thailand, 2020. Reviewer and member of the program committee.

ISSA 2020 – 19th International Information Security for South Africa Conference. Pretoria, South Africa, 2020. Reviewer and member of the program committee.

TrustBus'20 - 17th International Conference on Trust, Privacy and Security in Digital Business. Bratislava, Slovakia, 2020. Reviewer and member of the program committee.

AMA21 2020 – International Conference on Applied Management Advances in the 21st Century (AMA21). Sao Paulo, Brazil. Reviewer and member of the program committee.

ESRE 2020 - 2020 International Conference on Environmental Science and Renewable Energy. Hong Kong, China. Reviewer and member of the program committee.

JEST – Journal of Electronic Science and Technology, Editorial Board. Committee member and Reviewer.

## Programme Committees & Academic Reviews Dr. Anton Sentic

DBKDA 2020, 12th International Conference on Advances in Databases, Knowledge, and Data Applications. Lisbon, Portugal, 2020. Reviewer and member of the program committee.

2nd STRN/NEST Methods School on Sustainability Transitions, Lund, Sweden, 2020/21. Member of the Organising Committee.

GAIA Ecological Perspectives for Science and Society. Reviewer.

IST2020 – 11th International Sustainability Transitions Conference, Vienna, Austria, 2020. Member of the Scientific Committee.

JEST – Journal of Electronic Science and Technology, Special Section on Energy Efficient Technologies – Crowd Energy Applications, 2019. Reviewer

Technology Analysis and Strategic Management. Reviewer.

Technological Forecasting and Social Change. Reviewer.

## Programme Committees & Academic Reviews Dr. Bernd Teufel

ICoIAS'2020, 3rd International Conference on Intelligent Autonomous Systems, Singapore, Singapore, 2020. Reviewer and member of the program committee.

JEST – Journal of Electronic Science and Technology, Editorial Board. Reviewer.



# Smart Living Lab



# Smart Living Lab

## The Smart Living Lab

The Smart Living Lab is an interdisciplinary, cross-institutional platform unifying cutting-edge research and real-life experimentation in multiple research areas: construction technologies, well-being and behaviours, interactions and design processes and energy systems. Bringing together close to a hundred researchers in ten research teams and one support team, coming from three institutions: the University of Fribourg (UNIFR), the EPFL and the School of Engineering and Architecture Fribourg, University of Applied Sciences Western Switzerland (HEIA-FR). Researchers from the iimt, led by Prof. Dr Stephanie Teufel and Dr. Anton Sentic, form one of the ten research teams, focusing primarily on energy system through the concept of Crowd Energy, as well as the performance and management of the living lab as an open innovation space respectively an innovation niche in the context of Transition Studies.

## iimt Projects at the Smart Living Lab

In this rather extraordinary year, the iimt research team within the Smart Living Lab primarily focused on continuing their existing research in drastically changed circumstances, while simultaneously endeavouring to implement new research ideas as soon as the initial pandemic panic subsided. The Innosuisse-funded research project "Efficient and sustainable waste collection" was continued, with Dr. Anton Sentic and Virgile Pasquier focusing on developing tools supporting the implementation of system-level innovations in municipal waste management systems, while Julia Cunha worked on initial data collection on the decline and potential re-uptake of tramways in the greater urban area of Fribourg.

Finally, work on the Crowd Energy 2.0 model continued, with additional functionalities being added, including a gamified version of the energy neighbourhood simulation central to the model.

In a true living lab spirit, the majority of these projects were undertaken as collaborations with partners both from within and outside of the lab: the Decision Support & Operations Research Group of the Department of Informatics, University of Fribourg and the waste logistics company Schwendimann AG, researchers from the University of Greenwich, London, UK and colleagues from the TRANSFORM Institute, a HEIA-FR research group in the Smart Living Lab. The greatest collaborative project undoubtedly was the implementation of the winter school part of the ARC-HEST Swiss-Korean academic exchange programme, which was organised in the first half of February 2020 as a collaborative effort between the majority of the Smart Living Lab's research teams, including the iimt, and multiple local stakeholders from industry and government.

Lastly, the iimt continued to develop their role as the Smart Living Lab's resident living lab experts, being invited to take part in a multi-stakeholder working group focused on the planning and implementation of a food living lab in Fribourg and leading the iimt team in developing a formal application for the Smart Living Lab to join the European Network of Living Labs, which will be submitted in early 2021.

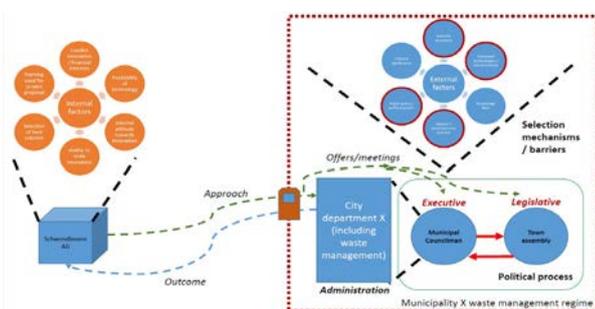


# Smart Living Lab

## Efficient and sustainable waste collection

In the second project year of this Innosuisse-funded research-industry collaborative project, work took off in earnest despite the necessary (and sometimes not quite so necessary) barriers presented by the pandemic. iimt researchers focused further on developing tools supporting localised transitions in municipal waste management systems, drawing on concepts from Transition Studies to identify systemic barriers in local markets, infrastructures, political processes or user behaviour. This both mirrored and bolstered the work done by the project partners, who focused on mathematical optimisation of waste collection routes and the development of practice-oriented decision support models, and on the trialling of various innovative technologies in chosen municipalities.

While, of course, the pandemic limited some of the planned fieldwork, advances were made within the project, with the innovation support toolbox taking concrete shape by the end of the year. For 2021, iimt scholars hope that the overall situation will normalise sufficiently to allow the implementation of actor-focused tools such as focus groups and information events in pilot projects taking place throughout the year.



System analysis of municipal waste management in Switzerland

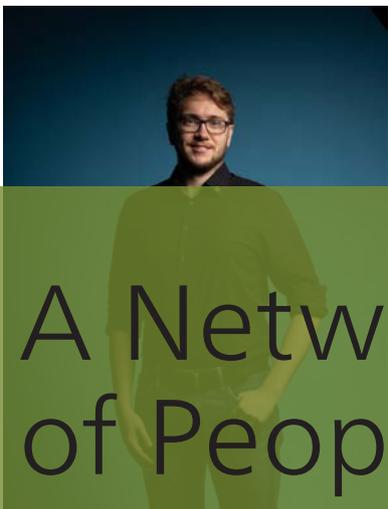
## Focus Living Labs: the Food Living Lab project and the ENoLL application

Throughout 2020, iimt scholars have utilised their expertise on living lab theory and practice, as well as the knowledge and data gathered through two research projects in 2018 and 2019 in order to support both the Smart Living Lab and external actors in planning, implementing and managing Living Labs.

In May 2020, Dr Anton Sentic was invited to take part in a Food Living Lab workgroup, consisting of representatives of the Swiss federal research institute Agroscope, the canton of Fribourg, blueFACTORY SA and the three Smart Living Lab partner universities and aiming to develop a food-focused living lab both at the Agroscope Posieux campus close to Fribourg and in the city itself.

In September 2020 a workshop with Agroscope took place at the iimt, leading to the development of a methodology project proposal that is planned to be implemented in Q2/Q3 2021.

Simultaneously, the iimt started supporting Smart Living Lab management in the writing of a formal application for membership in the European Network of Living Labs (ENoLL), the largest international network of living labs. This process included both the collection of relevant data on the lab, drawing on results from previous research projects as well as information from other groups in the Smart Living Lab, and the preparation of the application document. Submission of the document is expected to take place by mid-February 2021, with a decision being expected by the end of March of that year.



A Network  
of People



# The iimt Team

Front row from left to right: Tim Niemer, Mathias Barmet, Virgile Pasquier, Prof. Dr Xuan Xie.

Back row from left to right: Dr Bernd Teufel, Dr Anton Sentic, Melanie Rumo, Aline Fournier, Martin Grendelmeier, Kirstin Stadelmann, Manuel Drazyk, Prof. Dr Teufel, Julia Cunha.

Photographer: Mohammad Aldabbas

## Management Board

Prof. Dr. Stephanie Teufel (Director)  
Kirstin Stadelmann (Vice-Director)

## Administration & Marketing

Sarah Andrey (Allrounder EP/Marketing)  
Aline Fournier (Relations & Product Manager)  
Ramona Lescesen (Project Manager)  
Melanie Rumo (Course Manager)

## National & International Experts

Approximately 55 outstanding lecturers from leading Universities, business schools, industry, and government are active in the iimt Executive Programmes.

## Research Team

Mohammad Aldabbas (Research Assistant)  
Mathias Barmet (Junior Research Assistant)  
Julia Cunha (Research Assistant)  
Manuel Drazyk (Junior Research Assistant)  
Martin Grendelmeier (Junior Research Assistant)  
Tim Niemer (Junior Research Assistant)  
Virgile Pasquier (Research Assistant)  
Dr. Anton Sentic (Senior Researcher)  
Dr. Bernd Teufel (Research Consultant)



# Councils, Boards & Commissions

## Institute Council

Dr. Hans C. Werner, Swisscom Schweiz AG (President)  
 Hannes Burkhalter, INNOArchitects, Partner representative  
 Dr. Bernhard Kessler, Revendex (Vice-President)  
 Prof. Dr. Philippe Gugler, University of Fribourg  
 Raffael Hilber, BKW, Students representative  
 Prof. Dr. Dirk Morschett, University of Fribourg  
 Dr. Anton Sentic, Representative mid-level faculty

## Admission Commission

Prof. Dr. Stephanie Teufel  
 Prof. Dr. Philippe Gugler  
 Dr. Bernhard Kessler  
 Kirstin Stadelmann

## Scientific Council

Prof. Dr. Kerstin Alfes, ESCP Europe  
 Prof. Dr. Michael Burkert, University of Fribourg  
 Prof. Dr. Thomas Friedli, University of St. Gallen  
 Prof. Dr. Sascha Götte, HS Luzern  
 Prof. Dr. Philippe Gugler, University of Fribourg  
 Prof. Dr. Christoph Kaserer, TU Munich  
 Prof. Dr. Alfred Mettler, University of Miami  
 Prof. Dr. Guido Palazzo, HEC Lausanne  
 Prof. Dr. Stephanie Teufel, University of Fribourg

## Best Paper Award Commission

Werner Dreier, Swisscom Schweiz AG  
 Daniel Huber, University of Applied Sciences Bern  
 Dr. Bernhard Kessler, Revendex  
 Prof. Dr. Dirk Morschett, University of Fribourg  
 Prof. Dr. Stephanie Teufel



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