

# Annual Report

## 2006



## Content

Editorial .....	3
Organisation .....	5
iimt Advisory Board (former Consultative Council) .....	5
iimt Institute Council .....	6
iimt Scientific Council .....	8
iimt Staff .....	10
iimt Commissions .....	11
Activities .....	12
Executive Programmes .....	12
Executive MBA & Executive Diploma in ICT and Utility Management .....	13
Participants & Lecturers .....	14
Best Papers, Executive MBA & Executive Diploma Projects .....	15
Executive Programmes 2006 in Statistics .....	17
Marketing Activities .....	22
Partners & Associations .....	22
Events .....	24
Media Presence .....	28
Web Site .....	29
Chair of ICT-Management .....	30
Teaching Activities .....	30
Research Activities .....	32
Publications .....	33
iimt University Press .....	35
Membership of Organisations .....	37
Lectures at Academic Conferences .....	38
Programme Committee for Conferences & Academic Review .....	39
Accountants Report .....	40
Contact .....	41



## Editorial

Ladies and gentlemen

In the year 2006 the iimt was facing again numerous changes and challenges. The most striking milestones in 2006 were the alteration of the President of the iimt Institute Council, the foundation of the iimt Advisory Board and the launching and development of the iimt Executive Programmes in Utility Management.

As new President of the iimt, Mr. Peter Schöpfer took over in May 2006 the succession of Mr. Walter Frei. In his function, the acquisition of partners, sponsors and especially new students and lecturers for the Programmes in Utility Management, were ultimate ambition of the Institute.

In order to strengthen the contact with our partners and sponsors as well as the position of the iimt as a competence centre in ICT and Utility Management, the 23rd October 2006 the iimt founded its Advisory Board. Members of the iimt Advisory Board are personalities as politicians, economic experts and researchers. With the support and the existing know-how and contacts of the members, the iimt network will and shall be expanded and strengthened. More information about the iimt Advisory Board members can be found in this report.

The launching of the Executive Programmes in Utility Management was the prime challenge in the year 2006. Indeed a huge need of further education exists in the electricity, gas and water sector, the readiness to start a study programme is in this sector however still unusual. With the organisation of a Brush-up Workshop, lots of potential students and companies could be made aware of the new iimt Executive Programmes. For the duration of two days, the Workshop offered interested people the opportunity to catch a glimpse of the Institute itself and the variety of educational programmes. Most of the workshop participants thereby conquered the barrier of "Lifelong learning" and are now studying at the iimt.

In parallel to all of these activities and changes, the Chair of ICT Management (Information & Communication Technology) and its associated research areas have been established and strengthened. Through various publications, the Chair accomplished important research contributions and pushed scientific projects.

Also in the last year, the iimt strongly attached importance to the support and the collaboration with its partners and sponsors. With the help of the close contacts of the Institute, the iimt could benefit from its lecturers and students to develop its network.



We would especially like to emphasize the contribution made by the iimt staff in 2006, whose commitment, as factor of success for the Institute, made a huge contribution to all these achievements. We would like to express our deepest gratitude for all their valuable support. It was only because everyone was working hard together towards these many goals that we were able to fulfil the aspirations of the iimt-world.

We must not forget to thank all our students, lecturers, partners and sponsors for the confidence they have shown in our Institute once again for the past year.

The year 2007 brings new goals and challenges for the iimt. We hope in the coming year to be able to count on your valuable cooperation.

Thank you all!

Mr. Peter Schöpfer  
President of the Institute Council

Prof. Dr. Stephanie Teufel  
Director

## Organisation

### iimt Advisory Board (former Consultative Council)

Already at the foundation of the institute in 1995, the support of an external board, the former Consultative Council, was appreciated. In the year 2006, the iimt Consultative Council was transformed into the iimt Advisory Board. With this transfer a new pool was founded, representing personalities as politicians, economic experts and researchers. The foundation assembly took place the 23<sup>rd</sup> October 2006 in the iimt premises at the University of Fribourg. After the presentation of the iimt and its Executive Programmes, the president of the Board, Mr. Peter Schöpfer, also president of the Institute Council, pointed out the importance of this body as well as its main goals.

There are two central functions of the iimt Advisory Board: On the one hand the support of the institute's direction and on the other hand the expansion of the existing network. The objective is to benefit optimally of the experience and the know-how of the members and produce an exchange of ideas to assist the iimt in its attempts to strengthen its position as Competence Centre for ICT and Utility Management.

### Members of the iimt Advisory Board



#### *Standing, f.l.*

Dr. Günter **Pfeiffer**, Swisscom AG  
 Mr Peter **Grüschow**, VR Siemens AG  
 Dr. h.c. Felix **Rosenberg**, VR Swisscom AG  
 Mr Peter **Schöpfer**, Avaloq Evolution AG  
 Mr Clemens G. **Jargon**, Infineon Technologies AG

#### *Sessile, f.l.*

Dr. Jocelyne **Imbach**, iimt  
 Dr. h.c. Bernard **Schneider**  
 Prof. Dr. Stephanie **Teufel**, iimt  
 Mr Walter **Frei**, Beratung in Personalfragen

#### *Absent*

Dr. Werner **Brinker**, EWE AG  
 Dr. Fulvio **Caccia**, asut  
 Ms Isabelle **Chassot**, Counsellor Canton FR



## **iimt Institute Council**

Mr. Walter Frei (President until May 2006)  
Beratung in Personalfragen, Urtenen

Mr. Peter Schöpfer (President since May 2006)  
Avaloq Evolution AG

Mr. Jacques Macherel (Vice-President)  
Sales Director, eb-Qual, Villars-sur-Glâne

Prof. Dr. Hans Wolfgang Brachinger  
Departement für Quantitative Wirtschaftsforschung,  
University of Fribourg

Mr. Stefan Büschi  
Vice-President Human Resources, Orange Communications SA

Prof. Dr. Rudolf Grünig (until January 2006)  
Chair of Management  
University of Fribourg

Prof. Dr. Philippe Gugler (since May 2006)  
Chair of Political Economics  
University of Fribourg

Mr. Daniel Hallen (Participants' Representative until April 2006)  
Head of the Corporate Security & Risk Management, Orange Communications SA

Mr. Ron De Jong (since May 2006)  
Hewlett Packard (Suisse) Sarl

Dr. Kilian Kämpfen (until November 2006)  
Skill Area Manager, Swisscom Innovations

Mr. Stefan Kuentz (since November 2006)  
Head of Consulting & Integration, Swisscom Solutions AG

Mr. Stefan Nüesch (since May 2006)  
Head of Product and Channel Business, Siemens Schweiz AG

Mr. Christian Robyr  
General Manager, T-Systems Schweiz AG



Dr. Martin Steinert (Assistants' Representative)  
international institute of management in technology (iimt)  
University of Fribourg

Mr. Patrick Sudan  
Project Manager, Groupe e Fribourg

Mr. Philippe Voirol (until April 2006)  
Head of Enterprise Networks, Siemens Schweiz AG, Zürich

Prof. Dr. Reiner Wolff  
Seminar für Mikroökonomie und Empirische Wirtschaftsforschung,  
University of Fribourg



## **iimt Scientific Council**

For the iimt's Subject Areas in 2006 the Coordinators were:

### **Information & Communication Technologies**

Prof. Antoine Delley

Ecole d'Ingénieurs et d'Architectes de Fribourg

Prof. Dr. Ulrich Ultes-Nitsche

Associate Professor, Department of Computer Science, University of Fribourg

### **Strategy & Innovation Management**

Prof. Dr. Rudolf Grünig (until January 2006)

Chair of Management, University of Fribourg

Prof. Dr. Stephanie Teufel (since May 2006)

Director iimt, University of Fribourg

### **Marketing Management**

Prof. Dr. Sascha Götte

Professor for Management and Marketing and Program Director for Business Administration and Mechanical Engineering, University of Applied Sciences in Konstanz

### **Organisational Behaviour and Human Resources Management**

Prof. Dr. Dr. h.c. mult. Norbert Thom

Institut für Organisation und Personal, University of Berne

### **Managerial Finance**

Prof. Dr. Christoph Kaserer

Lehrstuhl für Internationales Management und Internationale Kapitalmärkte  
Technische Universität München

Prof. Dr. Alfred Mettler

Department of Finance

Georgia State University, J. Mack Robinson College of Business, Atlanta (USA)

### **Management Accounting & Control**

Prof. Dr. Linard Nadig

Fachhochschule Zentralschweiz, Zug

### **Process & Excellence Management**

Dr. Lothar Natau

CEO and Founder Natau Management & Beratungs GmbH, Wittenbach

Chairman Board of Directors Glessmann AG Maschinenfabrik, Rüthi





### **Information Management and Decision Support**

Prof. Dr. Helmut Krcmar  
Chair for Information Systems, TU München

Prof. Dr. Stephanie Teufel  
Director iimt, University of Fribourg

### **National & International Economics**

Prof. Dr. Philippe Gugler  
Chaire de politique économique et sociale, University of Fribourg

### **Law ICT Management**

Prof. Dr. Marc Amstutz  
Département de droit privé, University of Fribourg

Prof. Dr. Pascal Pichonnaz  
Département de droit privé, University of Fribourg

### **Law Utility Management**

Dr. iur. Allen Fuchs  
Partner Badertscher Dörig Poledna, Attorneys-at-law, Zürich

### **Business Ethics**

Prof. Dr. Stephanie Teufel (until December 2006)  
Director iimt, University of Fribourg

Prof. Dr. Guido Palazzo (since 2007)  
Assistant Professor of Business Ethics at the Ecole des HEC, University of Lausanne

### **Utility Technology**

Prof. Dr. Göran Andersson  
EEH - Power Systems Laboratory, ETH Zürich

Prof. Hubert Sauvain  
Ecole d'ingénieurs et d'architecture de Fribourg



## **iimt Staff**

Director	Prof. Dr. Stephanie Teufel
Vice-Director & Head of Executive Programmes	Dr. Jocelyne Imbach-Rakotomalala
Marketing and PR	Nathalie Brülisauer (since September 2006) Marc-André Jungo (since March 2006) Dennis Kipphardt (April-December 2006) Kirstin Stadelmann Stefan Züger (until September 2006)
Accounting	Judith Berger
Administration	Daniela Oprandi Marianne Segessenmann
Research Assistants	Patrick S. Merten Dr. Martin Steinert Daniela Wanner (until November 2006)
External Ph.D. Students	Bernhard Bär Sascha Jerrentrup Désiré Karyabwite Ralf Müller (until October 2006) Birgit Novy Carina Sandmann
Course Assistants	Yvan Boschung (until August 2006) Daniel Wenger Lorenz Würigler



## **iimt Commissions**

### **Best Paper Award**

Jacques Macherel  
Prof. Dr. Stephanie Teufel  
Prof. Dr. Reiner Wolff  
Daniel Huber

Vice President of the iimt Institute Council  
Director of the iimt  
University Representative  
Swisscom

### **Admission Commission**

Prof. Dr. Stephanie Teufel  
Walter Frei (until May 2006)  
Prof. Dr. Rudolf Grünig (until January 2006)  
Prof. Dr. Philippe Gugler (since February 06)  
Dr. Jocelyne Imbach  
Christian Robyr (since May 2006)  
Patrick Sudan

Director of the iimt  
Beratung in Personalfragen  
University Representative  
University Representative  
Vice-Director of the iimt  
T-Systems Schweiz AG  
Groupe e

### **Financial Committee**

Prof. Dr. Hans Wolfgang Brachinger  
Walter Frei (until May 2006)  
Prof. Dr. Stephanie Teufel  
Jacques Macherel  
Peter Schöpfer

University of Fribourg  
Beratung in Personalfragen  
Director of the iimt  
Vice President of the iimt Institute Council  
President of the iimt Institute Council

### **Students Representative in the year 2006**

Daniel Hallen (until April 2006)  
Ron de Jong (since May 2006)

### **Class Representative in the year 2006**

Said Oualibouch (intake 2006)  
Ralph Hess (intake 2005)  
Ron De Jong (intake 2004)  
Sean Reid (intake 2003)



## Activities

### Executive Programmes

2 milestones mark out the year 2006:

- The approval by the rectorate of the University of Fribourg of the new iimt study regulations
- The preparation of the new training programme in the Utility sector (electricity, gas, water).

#### **iimt study regulations**

In reference with the recent development of the iimt (extension of educational programmes in the Utility sector), the iimt study regulations had to be reviewed. The main changes are:

- The new name of the institute "international institute of management in technology" (art. 1)
- The participants have the possibility to choose the branch of study: either ICT Management or Utility Management (art. 5)
- The number of hours per module includes preparatory work and complementary study (art. 8, alinea 2)
- The organisation of the examinations requires written or/and oral answers. (art. 10, alinea 2)
- The begin of the final work is allowed when candidates for the Executive EMBA and the Executive Diploma have passed 24 resp. 14 examinations with a grade average of 4.0 or above. (art. 23 alinea 1 and 2).

From the 32 participants of the intakes 2004 to 2006, 29 agreed to change from the old to the new iimt study regulations and three participants decided to stay with the old iimt study regulations.

## Executive MBA and Executive Diploma in ICT and Utility Management

During the year 2006, many activities were completed for the preparation of the **Executive Programmes in Utility Management**. The objective is to offer in 2007 the two first levels of the five Executive Programmes (Power Packages, Specialised Courses, Customised Company Courses, Executive Diploma and EMBA) in Utility Management.

For eight branches of the Executive Programmes, the coordination of Utility Management will be under the lead of the same responsible as for ICT Management. For two "Utility" specific branches, the institute Council appointed Dr. A. Fuchs for the branch "Law in Utility Management" as well as Prof. Dr. G. Andersson and Prof. H. Sauvain for the branch "Utility Technology". These new persons have been inducted to the structures and specificity of the iimt programmes.

In 2006, the **full programmes in ICT Management** for the EMBA (30 courses, 30 examinations) and Executive Diploma (20 courses, 20 examinations) in ICT Management were carried on (see timetable 2006).

The new **Subject Area Coordinator** for Marketing Management, Prof. Dr. S. Götte, acted fully for the first time. Prof. Dr. Götte has redesigned the content of the three modules and integrated completely new experts in the network of lecturers.

Concerning the other Subject Areas, no other change was made in reference with the course coordination. The Subject Area Coordinators are:



**Prof. Dr. Marc Amstutz**  
*Law ICT*



**Prof. Dr. Göran Andersson**  
*Utility Technology*



**Prof. Dr. Antoine Delley**  
*Inform. & Comm. Technologies*



**Dr. Allen Fuchs**  
*Law Utility*



**Prof. Dr. Sascha Götte**  
*Marketing Management*



**Prof. Dr. Philippe Gugler**  
*National & International Economics*



**Prof. Dr. Christoph Kaserer**  
*Managerial Finance*



**Prof. Dr. Helmut Krcmar**  
*Information Mgmt & Decision Support*



**Prof. Dr. Alfred Mettler**  
*Managerial Finance*



**Prof. Dr. Linard Nadig**  
*Management Accounting & Control*



**Dr. Lothar Natau**  
*Process & Excellence Management*



**Prof. Dr. Pascal Pichonnaz**  
*Law ICT*



**Prof. Hubert Sauvain**  
*Utility Technology*



**Prof. Dr. Stephanie Teufel**  
*Inf. Management & Decision Support, Business Ethics, Strategy & Innovation Management*



**Prof. Dr. Dr. h.c. mult Norbert Thom**  
*Organisational Behaviour and HRM*



**Prof. Dr. Ulrich Ultes-Nitsche**  
*Inform. & Comm. Technologies*



As measure of the quality, each course, each lecturer and each examination have been subject to evaluation as in the past. The results of the evaluations were discussed during the meeting of the iimt Council and the Scientific Council last June. Regarding the results, the members of the two Councils were pleased to see the positive evolution of the results and appreciated the measures taken, such as the replacement of a Subject Area Coordinator and the improvement of the basic infrastructure.

### **Participants and Lecturers**

The main remarks relative to the participants are the same as in the last year:

- The recruitment meets some difficulties due to insecurity on the working environment and instable situation in the ICT industry;
- Nevertheless, a new class EMBA and Executive Diploma in ICT Management began his programme on January with no participation of female;
- The majority of the participants plan part-time study (5 course weeks a year during 3 years). The flexibility is appreciated for reaction of short term professional needs;
- As in the past, every person admitted for the Executive Diploma sets as objective to achieve the EMBA.

In the year 2006, 78 executive lecturers from different countries took actively part in the iimt Executive Programmes. They carried out teaching and activities (examinations, supervision of executive projects) to support the iimt's Executive Programmes. The appropriate mix of theoretical knowledge and practical skills is secured through the participation of scientific lecturers (60% of all lecturers from Swiss and international universities) and experts from the industry (40% of all lecturers work in national or European enterprises, consultancy or international organisations). Some iimt alumni's acted as lecturers in the Executive Programmes.

The location of the iimt premises and the courses in the same building, the organisation of the course weeks and all the events during the academic year (class outing, year end apéros) facilitate a team spirit and networking amongst participants, iimt staff, lecturers and alumni's.

### **Award of EMBA and Executive Diploma degrees**

For the seventh time, the iimt awarded 12 Executive MBA degrees and 2 Diplomas on 1<sup>st</sup> December 2006. In accordance with the study regulations, the candidates have successfully completed their studies and submitted an EMBA or Executive Diploma project which was approved by their project supervisors. These graduates are now members of the iimt alumni network.



## Best Papers, Executive MBA and Executive Diploma Projects

### Best Papers

Based on the attractiveness of the potential target audience, the relevance and the actuality of the topic, the quality and interest of the academic work, the innovation aspect and the overall interest of the publication, the Best Paper Committee selected the Best Papers. The winners of the price "Best Papers Award 2005" are:

- **Benninger, E.; Sommer A. (2006):** „Von Qualität zu Business Excellence – ein systematischer Leitfaden für die Telecom Branche“
- **Burri, R. (2006):** „Modell zur Steigerung von Availability und Continuity Management in einem komplexen IT-Umfeld durch den Einsatz von Data Warehouse und Data Mining Techniken.“
- **Liedtke, A.; Wokurka, G. (2006):** „Konvergenz der Telekommunikations-Netze – Geschäftsmodelle, technische Lösungen und strategische Optionen.“
- **Robyr, C. (2006):** „Die Herausforderung: Continuous Business Excellence – Eine Modellprojektion in Zeiten der Globalisierung und des permanenten Wandels.“

The papers of these 6 persons are published in the „iimt University Press“ under the label of Best Papers.

### List of Executive MBA and Executive Diploma Projects

- **Altorfer, R. (2006):** Geschäftsstrategie für Privatkunden in einem konvergenten Telekommunikationsmarkt
- **Benninger, E. (2006):** Mit Innovationsmanagement zu Business Excellence: ein Telecom Framework
- **Bhaumick, A. (2006):** A strategic analysis of demand for mobile telecommunications services
- **Bless, R. (2006):** Eskalation im IT-Service Desk: Die Analyse - Ein Leitfaden für Projektleiter und Führungskräfte
- **Bühlmann, S. (2006):** The Influence of the Sarbanes-Oxley Act to IT-Operations at Swisscom
- **Carbotti, P. (2006):** Wachstumsoptionen für nationale Telecom Equipment Manufacturer (TEM) im Schweizer IKT Markt
- **Kissling, R. (2006):** Komplexitätskosten in der ICT
- **Müller-Mendoza, D. (2006):** Home Networking Strategie für sunrise - TDC Switzerland AG



- **Reid, S. (2006):** Climbing the ladder to project management excellence, a case study of Ericsson Systems Integration Projects
- **Schegg, M. (2006):** Talent Management in der Telekommunikationsindustrie mit Focus auf Stellenplanung, Entwicklung und Erhaltung von High Potentials
- **Sommer, A. (2006):** Mit Knowledge Management zu mehr Innovationskraft in der ICT Branche - " Ein Best Practice Ansatz für nachhaltigen Unternehmenserfolg"
- **Von Graffenried, N. (2006):** Strategic analysis of the local loop in Switzerland 2006
- **Von Känel, B. (2006):** Strategische Analyse des Marktes von elektronischen Speicherprodukten im Health Care
- **Zuccone, J. (2006):** Competitive advantage of a firm in its Industry: A systemic framework



## Executive Programmes 2006 in Statistics

### Participants in the Executive Programmes in ICT Management

A total of 33 participants (32 men and 1 woman) attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2006. Furthermore 6 persons participated in 13 Executive Specialised Modules or Specialised Courses.

The participants of the three levels followed their programmes in line with the timetable.

### Statistical results from the entry survey 2006

As with every intake, an entry survey was also done in 2006. This entry survey gives information about personal and professional data of the new intake.

The average age of the new participants was 37 years. The average number of years of work experience was 7 years. 91% had a higher education in engineering and 9% named a higher education in other sectors.

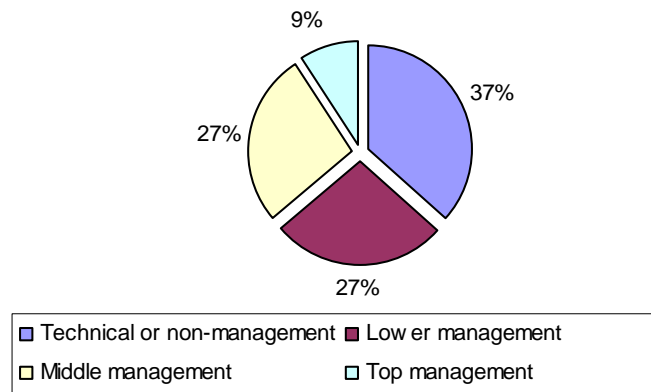


Fig. 1: Position in the company at the beginning of the studies at iimt

At the beginning of their studies, 9% of the participants occupied a position in the top management, 27% in the middle management as well as 27% in the lower management and 37% in the technical or non-management.

28% of the participants were working in the field "Research and Development", 27% named "other", and 9% each in the fields "Production and services", "Network Management and Support", "Marketing and Sales", "Information Management and Software Applications" and "Quality Management".

On the question why they begun further studies in ICT Management, 40% answered that they wanted to enhance their career opportunities, 22% said that their employer suggested it, 17% mentioned personal need of further education and another 17% answered that they wanted to stay up-to-date and retain their market value and 4% mentioned other reasons. The reasons why they choose the iimt were the modular course structure and the content of the study courses.

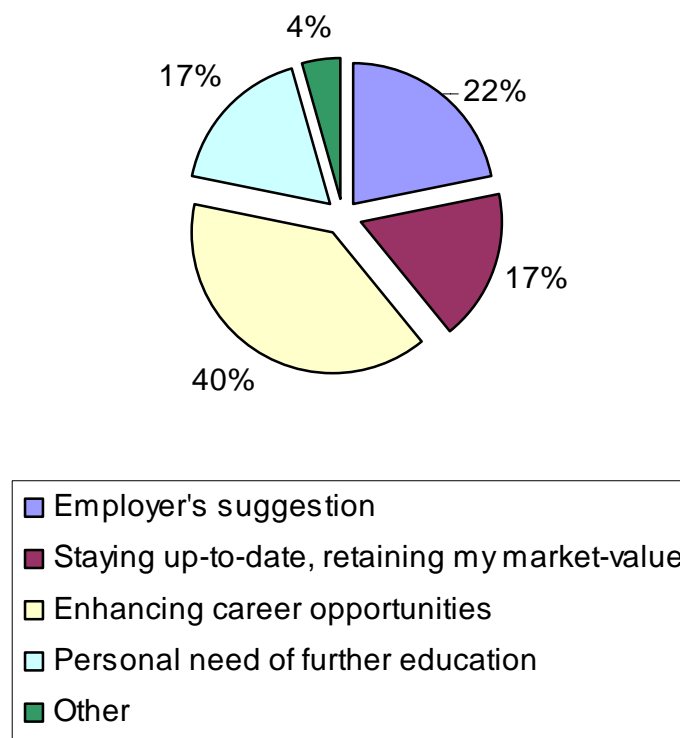


Fig. 2: Reasons and motivation for further studies in ICT Management

### Statistical results from the final survey 2006

A final survey conducted after the graduation of the students was done for the intake 2003. The final survey provides information about changes in the personal and professional environments of the new iimt graduates.

Since the beginning of their studies at iimt, 69% of the graduates changed their professional position.

#### Change in professional position

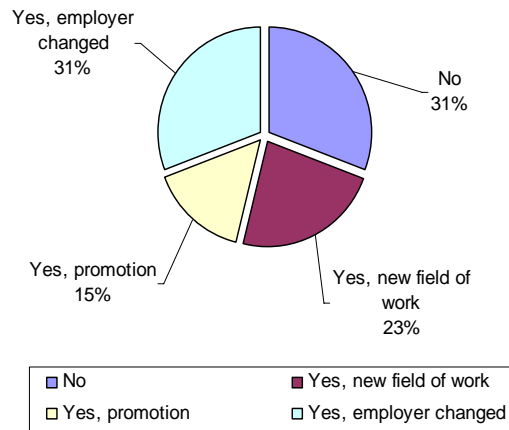


Fig. 3: Change in professional position since the beginning of the studies

Out of this subset 31% changed employer, 23% have their job in a new field of work and 15% got a promotion. 54% answered that the iimt contributed to this change.

### Fulfilled expectations

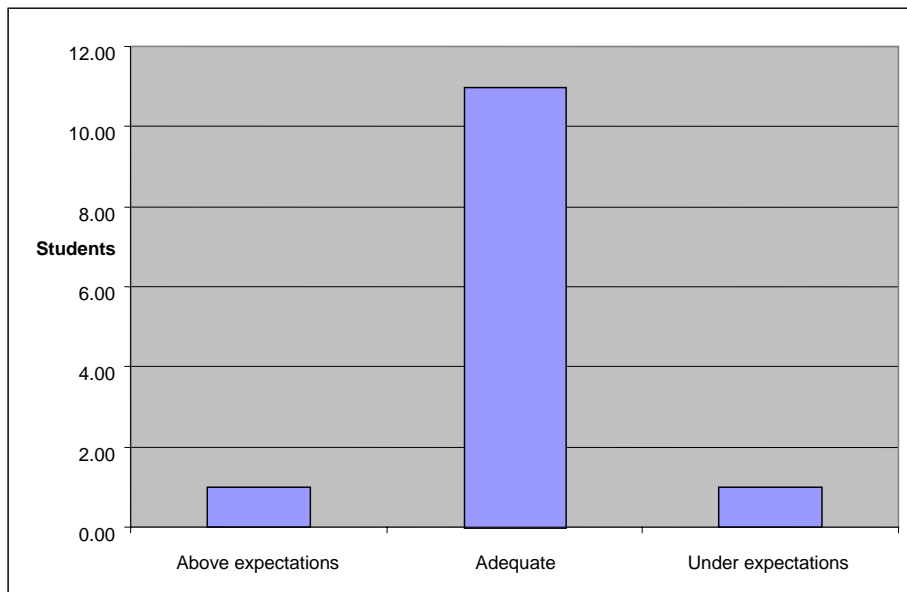


Fig. 4: Fulfilling of expectations concerning the iimt studies.

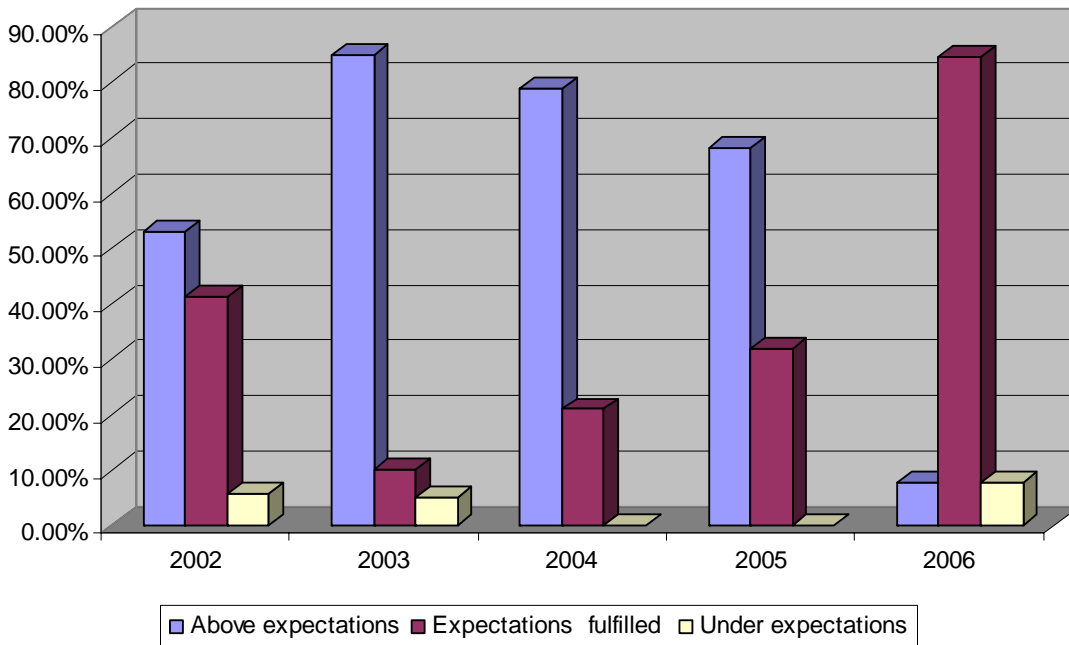
Considering the extent of the fulfilled expectations regarding the iimt studies, 11 persons out of 13 replied that the expectations are fulfilled, 1 person said that the expectations are largely fulfilled and 1 person mentioned that his/her expectations were not fulfilled. 62% would recommend the iimt and even 30% would recommend the institute without any doubt.

**Statistical overview 2002 – 2006**

For the first time, the iimt conducted a statistical comparison taking into consideration the evaluations from 2002 to 2006 for the question concerning the fulfilment of the expectations of the participants in reference with the iimt studies.

As shown in the statistics underneath, over the years, most of the participants answered very positive at this question. In former years, a high percentage even mentioned that the studies have exceeded their expectations.

**Fulfilled expectations**





## Marketing Activities

In 2006 the iimt undertook a large number of activities to strengthen its image as a European Competence Centre in ICT and Utility Management.

The most important activities included partner activities, Information Evenings, the Award Ceremony, the iimt Social Event, presentations of the Institute and its Executive Programmes, the iimt website as a marketing platform and a high media presence.

## Partners & Associations

In 2006 the partnership concept which was implemented in 2005 has been retained. Consequently there still remain four categories of partners:

- Premium Partners
- Sponsors
- Media Partner
- Cooperation Partner

The collaboration with our premium partners groupe e, Orange Communications SA, Swisscom AG and T-Systems Schweiz AG was further strengthened and a broad series of activities took place including visits, workshops and seminars. The partnership with Swisscom AG in particular has been prolonged for another three years. Only the partnership with Siemens Schweiz AG ended by the end of the year 2006, because of the realignment of this company in its activities concerning the field information and communications.

Also in this year the iimt could again count – besides the mentioned partners – on several supporting partners, named “sponsors”: Credit Suisse, Deutsche Telekom AG, Hayoz Engineering Group GmbH, Hirslanden Group, UNICEF and Valiant Privatbank AG. By the end of 2006 the sponsorships with Credit Suisse and Hirslanden Group ended and haven’t been renewed. In the opposite, the sponsorship with Valiant Privatbank AG and the cooperation with asut have been prolonged and strengthened.

It remains the iimt’s goal to continually improve the collaboration with the partners and to create fruitful new partner- and sponsorships wherever possible. So there were established two new collaborations in August 2006:

Excelsis Business Technology AG from Stuttgart – one of the leading solution providers for speech portals and voice solutions worldwide – is the first new sponsor. The second one is eb-Equal from Villars-sur-Glâne. This company is specialised in security and performances of private and public network. The main goals of these intensified collaborations are to benefit from synergies in research and development as well as combined marketing activities.



There have also been laid the cornerstones of two new sponsorships which became effective at the beginning of the year 2007:

The first new sponsor is KPMG – one of the leading providers of audit, tax and advisory services. Our cooperation is not only a sponsoring in the traditional way, because KPMG will organise courses in the context of the department accounting and control of the University of Fribourg. These courses are for students on the bachelor- and master level. The main objective is to integrate more practical experience in the lectures.

The second new sponsor is CYTEC Informatik GmbH. This company from Flamatt is the iimt's new partner for software solutions.

The iimt was also member of important associations in the field of ICT and Utility such as:

- asut – Swiss Association of Telecommunication Users
- Electrosuisse – Association for Electrical Engineering, Power and Information Technologies
- ICTnet – Information and Communications Technologies Network
- efmd – European Foundation for Management Development
- SICTA – Swiss Information & Communication Association (This membership ended in 2006, because of the merge of SICTA and asut.)
- Münchner Kreis – International association for communication research
- IT-Valley – Realisation of the positioning of IT-firms in Fribourg

One of the targets in 2006 was the cooperation with these partners, and this has been continually strengthened. Close collaboration has allowed enlarging the internal and external network and made possible effective and fluent exchanges of knowledge and other important information.

For the second time, the iimt organised a lunch for its partners and sponsors on Friday 7<sup>th</sup> July 2006. The representatives of all partner companies and organisations have been invited in the "Auberge de la Cigogne" in Fribourg for a lunch and an overview on the doctoral thesis of Dr. Martin Steinert, Research Assistant at the iimt, who reached his doctoral level meanwhile. He wrote about the following topic: "UMTS - The Lagging Adoption of a Network System Innovation - A hypothesis generating empirical study, exploring which factors influence European companies' usage and investment behaviour towards packet switched mobile data services". The representatives enjoyed this networking event which will be repeated in the year 2007.



## Events

### Participation at external events

During the year, the iimt participated at the following external events to increase its reputation and to acquire potential students and lecturers:

- 4<sup>th</sup> Monder Colloquium, 9<sup>th</sup> January, Martigny (Utility)
- ICT-Suisse Networking-Party, 18<sup>th</sup> January, Berne
- Swiss IFIP Committee, 18<sup>th</sup> January, Berne
- Sicta Generalversammlung, 6<sup>th</sup> April, Berne
- IX Europe Carriers Lunch, 7<sup>th</sup> April, Zurich
- Intercai – Governance – Event, 26<sup>th</sup> April, Berne
- 8. Sicta Member Apéro, 3<sup>rd</sup> May, Berne
- Powertage, 9<sup>th</sup> – 11<sup>th</sup> May, Zurich (Utility)
- Electrosuisse Generalversammlung, 10<sup>th</sup> May, Zurich (Utility)
- iimt Alumni General Assembly & Reflection, 10<sup>th</sup> May, Berne
- IT-Valley Kongress, 10<sup>th</sup> May, Fribourg
- Excelsis “ Contact Center Automation” , 11<sup>th</sup> May, Zurich
- asut Seminar, 16<sup>th</sup> May, Renens
- Arthur D. Little Executive Insight Event, 18<sup>th</sup> May, Zurich
- SEC 2005 Konferenz, 22<sup>nd</sup> – 24<sup>th</sup> May, Karlstad
- RST Reseau scientifique technique FR, 31<sup>st</sup> May, Fribourg
- 32. asut Seminar, 1<sup>st</sup> June, Berne
- Asut Generalversammlung, 20<sup>th</sup> June, Berne
- Sicta Lunch, 23<sup>rd</sup> June, Berne
- IT-Valley Meeting, 26<sup>th</sup> June, Fribourg
- ETG Kongress, 14<sup>th</sup> September, Fribourg (Utility)
- Mobile Business Forum, 20<sup>th</sup> – 22<sup>nd</sup> September, Bern
- FKH Jahrestagung, 15<sup>th</sup> November, Fribourg (Utility)

### iimt Information Evenings

To acquire students for the Executive Programmes or to get in contact with potential partners or sponsors, the iimt organised 11 Information Evenings in Basel, Bern, Fribourg, Geneva, Lausanne and Zurich. Attention to these information events has been attracted through advertisements, mailing activities and flyers.



### **ICT-Networking Party**

One of the most important events in the year was the ICT-Networking Party in Berne organised by ICT-Switzerland. In 2006 the Networking Party was held the 18<sup>th</sup> January. As the last time the iimt acted as a host of an iimt-table and had the opportunity to invite partners and sponsors to meet global players and important personalities from the ICT-sector.

### **Powerstage in Zurich**

Due to the strong collaboration with Electrosuisse (our Utility cooperation partner), the iimt had the opportunity to share a stand at the Exposition "Powerstage Zürich" between the 9<sup>th</sup> and 11<sup>th</sup> of May 2006. This Exposition takes place every two year, and approximately 600 to 800 persons visited the this year Exposition. For the iimt the Powerstage Zürich were an excellent opportunity to present our Institute and Executive Programmes to potential students, partners and sponsors.



### **asut Seminar in Berne**

The 1<sup>st</sup> June, the 32<sup>nd</sup> asut seminar, the famous "Swiss Telecommunication Summit" took place in the Arena of the Hotel Allegro Kursaal in Berne. More than 600 people from the ICT sector followed the speeches. Subject of the day: "More ePower for Switzerland". As every year, the iimt hat the possibility to present the institute and the variety of Executive Programmes in ICT Management in the foyer of the Arena. As the foyer is the area where people meet and greet, it was an outstanding chance to get in contact with people from the ICT sector.

### **iimt Social Event**

Besides all the activities, courses and examinations, also in 2006 the iimt brought the iimt-world of students, lecturers, alumni, staff, council members and their families together during the iimt Social Event the 24th June 2006. 63 members of the iimt world followed the invitation and participated in the treasure hunt through the town of Fribourg. In an unconstrained atmosphere, the participants enjoyed beautiful weather, the scenery of the old town and some refreshments afterwards in the "Espace Jean Tinguely – Niki de Saint Phalle".



### **Mobile Business Forum**

On the 20<sup>th</sup> to 22<sup>nd</sup> September 2006 the iimt participated as the academic partner on the 5<sup>th</sup> Mobile Business Forum. The event took place at the "Stade de Suisse".

The Institute was responsible for the organisation of the "Academic Day" on Wednesday 20<sup>th</sup> September under the title "Mobile Business in Air Travel". Topic of the event was: Mobile Business in Air Travel: How do mobile technologies change the way of air travel?

In the Castle of Schadau 18 experts of the airline- and the ICT-sector discussed in changing group compositions, in which direction the airline-sector, the air travel and the mobile man will develop. The results – sectoral management challenges – were presented on the same evening to all the workshop participants and the next day to the audience of the first public day of the Mobile Business Forum. During the whole event, the iimt was present with a stand.

### **iimt Utility Brush-up Workshop & Forum in Fribourg**

To launch the Executive Programmes in Utility Management, the iimt organised a two days Utility Brush-up Workshop and Forum the 25<sup>th</sup> and 26<sup>th</sup> September 2006. The Workshop was under the leadership of Prof. Dr. Sascha Götte. The participants had the opportunity to learn more about the newest Management-tools and how to implement them in their daily business. Topic of the Forum was the liberalisation of the electricity market in Switzerland. Guest lecturers as Dr. Brinker (EWE), Dr. Allen Fuchs (Badertscher Dörig & Poledna Rechtsanwälte), Dr. Ralf Müller (KPMG) and Jean-François Zürcher (Groupe e) presented the upcoming challenges with the liberalisation of the market.

### **iimt Award Ceremony**

The 1st December 2006 the iimt had the great pleasure to present 14 participants as graduates at the annual ceremony. 12 students got their titles "Executive MBA in ICT Management" and two their "Executive Diploma in ICT Management". Furthermore on this celebration the winners of the "Best Paper Award" as well as the "Best Management Summary Award" have been announced.

This event has been shaped through speeches of Prof. Dr. Stefanie Teufel (Director iimt), Mr. Peter Schöpfer (President of the Institute Council), Mr. Jacques Macherel (Vice-President of the Institute Council and President of the "Best Paper Award Commission"), Mr. Jürg Frei (Director Global Network Technology, Credit Suisse and President of the "Best Management Summary Award Commission"), Dr. Jürg Meierhofer (Board Member of the iimt Alumni Network) and Mr. Ron de Jong (Students Representative). The "Limbo Jazz Band" and the magician Siderato accompanied the evening which took place at the Restaurant Aigle Noir in Fribourg.





## Media Presence

The number of sent out press releases in 2006 is exactly the same as the year before: Total ten releases in German as well as in French with the following topics have been sent to the Swiss media:

- UNICEF is new cooperation partner, 12<sup>th</sup> January 2006
- Foundation of TreeSolution Consulting GmbH, 7<sup>th</sup> February 2006
- Dr. Imbach celebrates 10 years at the iimt, 21<sup>st</sup> April 2006
- New president of the iimt Institute Council, 15<sup>th</sup> May 2006
- New Executive Board of the iimt Alumni Network, 8<sup>th</sup> June 2006
- Excelsis Business Technology AG new sponsor of the iimt, 3<sup>rd</sup> August 2006
- ebQual SA new sponsor of the iimt, 19<sup>th</sup> September 2006
- Foundation of the iimt Advisory Board, 26<sup>th</sup> October 2006
- iimt Vice-Director is elected member of the Administrative Council of the "Réseau hospitalier fribourgeois", 9<sup>th</sup> November 2006
- iimt Awards 2006, 30<sup>th</sup> November 2006

As a result of these dispatches, over 65 articles (known by the iimt) have been published in the Swiss media (either paper or electronic).

Eight portraits of the iimt have been released in newspapers and magazines. 18 editorial articles about the institute and its programmes have been published.

25 advertisements regarding the iimt, the Executive Programmes and Information Evenings were placed throughout the year in following newspapers and magazines:

- Handelszeitung
- Alpha Kadermarkt
- NZZ
- Persorama
- Netzwoche
- Swiss Engineering
- Electrosuisse Bulletin
- asut Bulletin
- Cash
- ICT-Karrierebuch
- ICT-Jahrbuch

## iimt Newsletter: eSignal

During the year 2006 the iimt Newsletter eSignal has been sent four times to 2000 persons of whom the iimt-world is composed of.



## Web Site

The iimt web team has reached the following objectives in 2006:

The iimt Website [www.iimt.ch](http://www.iimt.ch) is an important communications tool and marketing platform for the institute. Potential students and partners as well as actual members of the iimt world like students, lecturers, partner, sponsors and alumni visit our website regularly. Main target of the iimt web team is to provide all stakeholders with the necessary information. Information about the iimt, our Executive Programmes and events, the Chair of ICT Management, our web-shop, the alumni network and others should be found easily.

The iimt web team realised the following points:

- Continuous updates of all necessary information on all pages (events, news, addresses etc.)
- Continuous updates of documents and information for students and lecturers on the iimt secured area
- Information about internal and external events
- Further development of the iimt news-flash
- A new rubric with company references from our actual and former students



## Chair of ICT-Management

### Teaching Activities

#### **Innovation and Technology Management**

Master of Arts in Management & Information Management, WS 2005/2006

The speed of innovation of the converging information and communication technologies (ICT) is a reality, which presents new challenges to companies and their management. This master course therefore concentrates on the management of innovations and technologies. The course aims to communicate the methods and application of the management of innovation and technology, in order to deal with the new challenges. The practical relevance is illustrated by the use of case studies.

#### **Security Management**

Master of Arts in Management & Information Management, SS 2006

Not only the IT security but also other security aspects are essential for the survival of companies. The course security management provides a broad overview to the topic of security. All different kind of security aspects are discussed from a strategic, tactical and operational point of view. By using an extensive case study, students for example have to develop their own security policy or security depository.

#### **ICT Management**

Bachelor of Arts in Management & Information Systems, WS 2005/2006 & WS 2006/2007

The information revolution has drastically reshaped global society and is pushing the world every more towards the information based economy. Based on a comprehensive review of the converging information and communication technologies current management concepts are introduced to cope with the new challenges. With the use of the Fribourg ICT Management Framework, topics such as organisation & management, products & services and social environment are discussed.

#### **Exams**

For the above mentioned lectures in spring, summer and autumn 2006 106 oral examinations took place.



### **Bachelor and Master Theses**

In 2006, the following Bachelor and Master theses were supervised from the Chair of ICT-Management:

#### **Master Theses**

**Firmin, Zeno:** Potenzialanalyse zu Voice-over-IP bei der Geschäftstelefonie der SBB

**Püntener, Irene:** Die Entwicklung von Global Distribution Systemen in der Airline Branche: Der Amadeus Case

**Wenger, Marc:** Analyse des Auftragsgewinnungsprozesses der RUAG Aerospace am Beispiel des Galileo Satellitensystems

**Zumsteg, Barbara:** Analyse der Marktbearbeitung des Produktes Smart Office der Swisscom Mobile AG mittels Benchmarking

**Bühler, Lukas:** Knowledge Management bei Endress+Hauser: Kulturelle und technische Aspekte eines Knowledge Management Systems

**Boschung, Yvan:** Konvergenz und deren Einfluss auf den ISP-Markt für Privatkunden in der Schweiz

**Liebherr, Jan:** Interne Vernetzung eines international tätigen Familienunternehmens mit eigenverantwortlichen Unternehmenseinheiten

#### **Bachelor Theses**

**Mathieu, Marc:** WiMAX in der Schweiz

**Akermann, Lukas:** Implementation eines Webshop für das iimt

**Schmidt-Holzmann, Kamala:** Vergütungsbenchmarking in der ICT-Branche: Ein Lohnprognose-Modell

**Liebherr, Sophie:** Co-Opetition im Value Net zwischen John Deere und LIEBHERR

**Branger, Raphael:** Information system development and interpersonal communication

#### **Seminars for Graduands and Ph.D. Students**

Parallel to the lectures at the University, a series of inhouse seminars for Ph.D. students has been organized in regular interval by Prof. Dr. Teufel in the year 2006. Participants were recruited from the internal and external assistants as well as from connected institutions and organisations to present their research activities.



## Research Activities

Based on the Fribourg ICT Management Framework the iimt research covers the areas Innovation and Technology Management, Mobile Business and Security Management in general. The specific research projects are carried out by the research assistants and external doctorates under the direction of Prof. Dr. Stephanie Teufel. The projects can be described as follows.

- Mobile Business in the Airline Industry (Patrick Merten)
- Security Culture - The Role of People in Information Security Management (Thomas Schlienger)
- Multi Channel Communication (Andreas Erat)
- Diversification Strategies of Utilities (Ralf Müller)
- Mobile Data Services - Why did Europe loose its leadership to Asia on the way from GSM to UMTS? (Dr. Martin Steinert)
- Organization and Management of Strategic Alliances in the Telecommunications Industry - The Case of Deutsche Telekom AG (Sascha Jerrentrup)
- Strategic approach and Management of Info-Communication network Migration - the Rwanda Case up to 2020 (Désiré Karyabwite)
- Development of a framework to measure company knowledge in addition to the creation of a specific IT and Software infrastructure (Birgit Novy & Carina Sandmann)
- Expert System to support the choice and investment in company data networks (Bernhard Baer)

For an overview of the Chair's Research activities such as Conference attendance or Research publications, please consult: [www.iimt.ch](http://www.iimt.ch) or the University Research Database FUTURA: [www.unifr.ch/futura](http://www.unifr.ch/futura) .





## Publications

**Kipphardt D., Steinert M., Teufel S. (2006):** Krankenhausmanagementsysteme: Grundlagen, Aufgaben und Anwendungen. In: Herbig B., Büssing A. (eds.) (2006): Informations- und Kommunikationstechnologien im Krankenhaus, p. 43-57, Stuttgart, Schattauer Verlag, ISBN 978-3-7945-2447-1 (GER).

**Merten, P.; Teufel, S. (2006):** Mobility in Airlines, In: Horster, P.: DACH Mobility 2006 – Bestandsaufnahme, Konzepte, Anwendungen, Perspektiven, syssec, p.53-64, ISBN 3-00-019635-8 DACH Mobility Conference, 17.-18.October, Ottobrunn (Germany) 2006.

**Merten, P., Hofmann, N.; Teufel, S. (2006):** Ein Pre-Test Modell zur Kundenakzeptanz von RFID im Detailhandel, In: Horster, P.: DACH Mobility 2006 – Bestandsaufnahme, Konzepte, Anwendungen, Perspektiven, syssec p.223-239, ISBN 3-00-019635-8, DACH Mobility Conference, 17.-18.October, Ottobrunn (Germany) 2006.

**Merten P.; Teufel, S. (2006):** Coopetition in an electronic multi-channel environment – the airline industry case, EURAM 6<sup>th</sup> annual conference, Energizing European Management, 16.-20.May, Oslo (Norway) 2006.

**Müller, R. (2006):** Diversifikationsstrategien von Stromversorgungsunternehmen – Handlungsempfehlungen an schweizerische Stromversorgungsunternehmen auf der Basis einer empirischen Analyse des liberalisierten deutschen Strommarktes, iimt University Press, Fribourg, ISBN 978-3-906428-87-1 (SUI).

**Sandmann, C.; Novy, B. (2006):** Managing Knowledge: how innovations can be evaluated. ISPIM 2006 Conference: "Networks for Innovation", Athens, June 11-14, Greece, 2006.

**Schlienger, T. (2006):** Informationssicherheitskultur in Theorie und Praxis – Analyse und Förderung sozio-kultureller Faktoren der Informationssicherheit in Organisationen, iimt University Press, Fribourg, ISBN 978-3-906428-89-5 (SUI).

**Steinert M., Merten P. S., Teufel S. (2006):** Expert workshop – Mobile Business Outlook 2008-2010, Results from an Expert Workshop conducted via the real time strategic change (RTSC) method. In Khosrow-Pour M. (ed.) (2006): Proceedings to Emerging Trends and Challenges in Information Technology Management: Proceedings of the 2006 Information Resources Management Association International Conference, 21.-24.May, Washington D.C.; Hershey PA, idea group publishing, ISBN 1-59904-020-4 and 1-59904-019-0 (USA).

**Steinert M. (2006):** An Expert Model on Barriers to Implement Mobile Data Services. In: m>business2006, the 5th International Conference on Mobile Business (ICMB 2006), 26.-27. June, Copenhagen, IEEE Computer Society, ISBN 0-7695-2595-4 (DEN).

**Steinert M. (2006):** UMTS – The Lagging Adoption of a Network System Innovation; A hypothesis generating empirical study, exploring which factors influence European companies' usage and investment behaviour towards packet switched mobile data services; iimt University Press, Fribourg, ISBN 978-3-906428-88-8 (SUI).



**Teufel S., Merten P. S., Steinert M. (2006):** A Personal Digital Life Assistant (PDLA); Proceedings ITU Telecom World 2006, „Living the Digital World“, 04.-08.12.2006, Hong Kong, (CHN) available online at [www.itu.int/WORLD2006 as of 13.12.2006](http://www.itu.int/WORLD2006_as_of_13.12.2006).

**Wanner, D. (2006):** Dossier Spam: Vom Dosenfleisch zum globalen Problem - Neue Massnahmen gegen Spam. In: Netzwoche, Vol. 8, Netzmedien AG, Basel (CH), p. 16-18.

**Wenger, D.; Merten, P.; Teufel, S. (2006):** Sichere elektronische Geschäftsprozesse via Voice over IP, In: Horster, P., DACH Security 2006, syssec, p.422-432, ISBN ISBN 3-00-018166-0, DACH Security Conference, 28.-29.March, Düsseldorf (Germany) 2006.



## **iimt University Press**

The iimt web-shop has got a new design which allows buying books much easier than in the traditional way. Of prime importance is the possibility of ordering books with the implemented shopping cart system. For more information please visit [www.iimt.ch/catalog](http://www.iimt.ch/catalog).

In 2006 the iimt University Press sold 124 books to retailers, academic institutions, authors and interested individuals. The main markets are Switzerland and Germany.

In 2006 iimt University Press published 18 new books:

### **iimt Best Paper Award:**

**Benninger E.; Sommer A. (2006):** Von Qualität zu Business Excellence - ein systematischer Leitfaden für die Telecom Branche. ISBN 3-906428-76-1

**Burri R. (2006):** Modell zur Steigerung von Availability und Continuity Management in einem komplexen IT-Umfeld durch den Einsatz von Data Warehouse und Data Mining Techniken. ISBN 3-906428-77-2

**Liedtke A.; Wokurka G. (2006):** Konvergenz der Telekommunikations-Netze - Geschäftsmodelle, technische Lösungen und strategische Optionen. ISBN 3-906428-79-6

**Robyr C. (2006):** Die Herausforderung: Continuous Business Excellence – Eine Modellprojektion in Zeiten der Globalisierung und des permanenten Wandels. ISBN 3-906428-85-0

### **iimt Executive MBA and Executive Diploma Papers**

**Correale L. (2006):** Cooperation Management in the ICT industry. ISBN 3-906428-73-7

**Croci R. (2006):** Behind the Trends in the Contact Center Business and Collaborative CRM. ISBN 3-906428-74-5

**Endtner P. (2006):** Operationalisierung von Activity Based Costing im Produktionsumfeld eines grossen IT Service Providers. ISBN 3-906428-69-9

**Gmür H. (2006):** Optimierung der Vertriebsorganisation mit Unterstützung von ausgewählten Führungsinstrumenten. ISBN 3-906428-78-8

**Kuenzi M. (2006):** Prozessorientiertes Innovationsmanagement. ISBN 3-906428-75-3

**Marggi R. (2006):** Application Operation: Definition, Prozesse, Organisation und Erfolgsfaktoren. ISBN 3-906428-80-2



**Marmorosh S. (2006):** Developing a Strategy for the Future of Calltrade. ISBN 3-906428-81-8

**Meierhofer J. (2006):** Strategische Analyse und Businessplan für Prozessoptimierungsdienstleistungen mit Hilfe von quantitativen Werkzeugen. ISBN 3-906428-82-6

**Neulist E. (2006):** Fixed Mobile Convergence (FMC) in Telecommunications – A must to survive or yet another hype? ISBN 3-906428-83-4

**Rinsoz S. (2006):** Human Resources Management for Information Technology Managers in Public Sector Organizations. ISBN 3-906428-84-2

**Schegg M. (2006):** Talent Management in der Telekommunikationsindustrie mit Focus auf Kompetenz-Evaluation von High Potentials. ISBN 3-906428-72-9

#### **iimt Dissertations**

**Müller R. (2006):** Diversifikationsstrategien von Stromversorgungsunternehmen  
Handlungsempfehlungen an schweizerische Stromversorgungsunternehmen auf der Basis einer empirischen Analyse des liberalisierten deutschen Strommarktes. ISBN 978-3-906428-87-1

**Steinert M. (2006):** UMTS - The Lagging Adoption of a Network System Innovation - a hypothesis generating empirical study, exploring which factors influence European companies' usage and investment behaviour towards packet switched mobile data services. ISBN 978-3-906428-88-8

**Schlienger T. (2006):** Informationssicherheitskultur in Theorie und Praxis Analyse und Förderung sozio-kultureller Faktoren der Informationssicherheit in Organisationen. ISBN 978-3-906428-89-5





## Membership of Organisations

In 2006 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

Verband der Hochschullehrer für Betriebswirtschaft e.V.  
Member of the Board

Excelsis Business Technology AG  
Member of the Administrative Council (since 2004)

IFIP TC11  
Representative for Switzerland (since 2002)

IT-Valley Fribourg  
Founder Member (since 2000)

Kuratorium OFFIS e.V.  
Member of Academic Council (since 2000)

Other memberships include: SI-Fachgruppe: Security, GI, ACM, VHB, Münchner Kreis, Schmalenbach-Gesellschaft für Betriebswirtschaft, SGB.



## Lectures at Academic Conferences

In addition a number of lectures were given at different conferences:

Merten, P.; Teufel, S. (2006): Mobility in Airlines, In: Horster, P.: DACH Mobility 2006 – Bestandsaufnahme, Konzepte, Anwendungen, Perspektiven, syssec, p.53-64, ISBN 3-00-019635-8 DACH Mobility Conference, 17.-18.October, Ottobrunn (Germany) 2006.

Merten, P., Hofmann, N.; Teufel, S. (2006): Ein Pre-Test Modell zur Kundenakzeptanz von RFID im Detailhandel, In: Horster, P.: DACH Mobility 2006 – Bestandsaufnahme, Konzepte, Anwendungen, Perspektiven, syssec p.223-239, ISBN 3-00-019635-8, DACH Mobility Conference, 17.-18.October, Ottobrunn (Germany) 2006.

Merten P.; Teufel, S. (2006): Coopetition in an electronic multi-channel environment – the airline industry case, EURAM 6<sup>th</sup> annual conference, Energizing European Management, 16.-20.May, Oslo (Norway) 2006.

Steinert M. (2006): An Expert Model on Barriers to Implement Mobile Data Services; in: m>business2006, the 5th International Conference on Mobile Business (ICMB 2006), 26.-27.06.2006, Copenhagen, IEEE Computer Society, ISBN 0-7695-2595-4 (DEN).

Steinert M., Merten P. S., Teufel S. (2006): Expert workshop – Mobile Business Outlook 2008-2010, Results from an Expert Workshop conducted via the real time strategic change (RTSC) method; in Khosrow-Pour M. (ed.) (2006): Proceedings to Emerging Trends and Challenges in Information Technology Management: Proceedings of the 2006 Information Resources Management Association International Conference, 21.-24.05.2006, Washington D.C.; Hershey PA, idea group publishing, ISBN 1-59904-020-4 and 1-59904-019-0 (USA).

Wenger, D.; Merten, P.; Teufel, S. (2006): Sichere elektronische Geschäftsprozesse via Voice over IP, In: Horster, P., DACH Security 2006, syssec, p.422-432, ISBN ISBN 3-00-018166-0, DACH Security Conference, 28.-29.March, Düsseldorf (Germany) 2006.



## **Programme Committee for Conferences & Academic Review**

Prof. Dr. Teufel was also very active as a member of various programme committees for different national and international academic conferences and as academic reviewer.

21<sup>st</sup> IFIP-SEC 2006 - International Conference Information - Security Conference. Karlstad. Reviewer and Member of the Steering Committee.

Trustbus'06 – International Workshop on trust and privacy in digital business. Krakow, 2006. Reviewer and Member of the Steering Committee.

D A CH Security. Darmstadt, 2006. Reviewer and Member of the Steering Committee.

Mobile Business Forum 2006. Member of the Steering Board.

DEXA 2006 - 17th International Conference on Database and Expert Systems Applications. Krakow, 2006. Reviewer and Member of the Steering Committee.

AINA 2006 - The IEEE 20th International Conference on Advanced Information. Networking and Applications, Vienna. Reviewer and Member of the Steering Committee.

EC-Web 2006 - 7th International Conference on Electronic Commerce and Web Technologies. Krakow. Reviewer and Member of the Steering Committee.

IRMA 2006 International Conference. Washington. Reviewer and Member of the Steering Committee.

WEBS 2006 – International Workshop on Web Semantics. Krakow. Reviewer and Member of the Steering Committee.

MKWI'06 – Multikonferenz Wirtschaftsinformatik. Track: IT-Security. Passau. Reviewer and Member of the Steering Committee.



## Accountants Report





## Contact

iimt  
international institute of management in technology  
University of Fribourg  
Bd de Pérolles 90  
CH-1700 Fribourg  
Switzerland

Phone: +41 26 300 84 30

Fax: +41 26 300 97 94

[iimt@unifr.ch](mailto:iimt@unifr.ch)

[www.iimt.ch](http://www.iimt.ch)