

# Annual Report

## 2008



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## Editorial

Ladies and Gentleman

Dear Partners, Sponsors, Students and Lecturers,

When it comes to the world economy, turbulences seem to have been the recurring theme within the year 2008. The financial crisis still resounds throughout the land; people are unsettled about its further process and about the impact it may have, whether on a global or on a more personal level.

Certainly, periods of turmoil are not easy to handle and require a high grade of flexibility, both from companies and individuals. Within such circumstances, small or medium enterprises might on one hand discern a higher degree of mobility when it comes to react fast enough to external change. On the other hand, big organisations might encounter fewer problems about their financial power. The iimt tries to combine both aspects, by remaining flexible and cultivating excellent contacts with its partners and sponsors. Continuing education however mostly falls amidst financial uproar. If the economy is doing badly, education is the first thing companies are saving on. If the economy is booming, nobody has time to think, even less to do something about it. However, the time seems to have come to look for sustainable solutions and secure investments. Benjamin Franklin, American scientist, politician, philosopher and much more affirms: "An investment into knowledge yet brings the best interests".

Flexibility is in fact a word written in capital letters at the iimt - not only regarding the modular schedule, but also regarding the flexible and always topical content of the courses. Especially within the domain of further education, a flexible programme is of crucial importance. Most of the students aim to handle their educational programme in perfect parallelism to their private and professional schedule. Particularly the fields of ICT and Utility, developing at a very high pace, require topical contents and tools. In September 2008 for instance, the module "Communication & Crisis Management" has taken place for the first time. Prof. Dr. Diana Ingenhoff, teaching media- and communication management at the University of Fribourg (amongst others), is an expert in the domains of organisational communication, issue and reputation management. Within this module, students learn about the challenges and risks of change communication, how to handle crisis communication and the basics of corporate and innovation management. In addition, the new Subject Area "Research Methodology" was integrated into the Executive MBA Programme. The aim of the two modules is to provide students with concepts leading to an academic thesis.

Beside all of these activities and changes, the Chair of ICT Management and its associated research areas have been established and strengthened. Through various publications, the Chair accomplished important research contributions and pushed scientific projects.



For the future, the iimt endeavours to keep its flexibility, so to adapt for the best to external changes. In order to maintain this positive asset, the iimt is counting on the support of its complete network – from students to partners, sponsors, experts and lecturers, working with enthusiasm towards a challenging but also promising future.

We would especially like to emphasize the contribution made by the iimt staff, their commitment, as a factor of success for the Institute, was the base to reach all these achievements. "Together each achieves more". With such a spirit the iimt staff was able to reach many goals and fulfil the aspirations of the iimt-world. We would like 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 2009 will bring new challenges as well as new chances. With our team spirit and our passion we will be able to reach our goals in this upcoming year. We are looking forward and are happy to count on your valuable contribution.



Mr. Peter Schöpfer  
President of the Institute Council



Prof. Dr. Stephanie Teufel  
Director



## Organisation

### **iimt Advisory Board**

Mr. Peter Schöpfer (President)  
Chief Marketing Officer, Avaloq Evolution AG

Dr. Werner Brinker  
Chief Executive Officer, EWE AG

Dr. Fulvio Caccia  
Chief Executive Officer, Fulvio Caccia Consulenze and President asut

Isabelle Chassot  
Privy Council Canton of Fribourg

Walter Frei  
Chief Executive Officer, Beratung in Personalfragen

Peter Grüschow  
Executive Board Siemens Schweiz AG

Clemens G. Jargon  
Vice President EMEA, Solyndra GmbH

Dr. Hans Ulrich Pestalozzi (since 2008)  
President and Coach, Institute for Value-based Enterprise

Dr. Günter Pfeiffer  
Chief Personnel Officer, Swisscom AG

Dr. h.c. Felix Rosenberg  
Executive Board Swisscom AG

Dr. h.c. Bernard Schneider  
Former President Executive Board PTT



## **iimt Institute Council**

Mr. Peter Schöpfer (President)  
Chief Marketing Officer, Avaloq Evolution AG

Mr. Jacques Macherel (Vice-President)  
Chief Executive Officer, eb-Qual SA

Prof. Dr. Hans Wolfgang Brachinger  
Department of Quantitative Economics, University of Fribourg  
President Swiss Federal Statistics Committee

Prof. Dr. Philippe Gugler  
Department of Political Economics, University of Fribourg

Mr. Ron De Jong (Students Representative / until April 2008)  
Managing Consulting Hewlett Packard (Suisse) Sarl

Mr. Jacques Mauron (since November 2008)  
Responsible Energy Management and Trading, Groupe E

Mr. Roger Notter  
Head of Consulting, Swisscom (Schweiz) AG

Mr. Said Oualibouch (Students Representative / since April 2008)  
Senior Management Consultant

Dr. Martin Steinert (Assistants' Representative)  
Senior Research Associate iimt, University of Fribourg

Mr. Patrick Sudan (until October 2008)  
Project Manager, Groupe E SA

Prof. Dr. Reiner Wolff  
Department of Quantitative Economics, University of Fribourg



## **iimt Scientific Council**

For the iimt's Subject Areas in 2008 the Coordinators were:

### **Information & Communication Technologies**

Prof. Antoine Delley

Professor, College of Engineering and Architecture of Fribourg

### **Strategy & Innovation Management**

Prof. Dr. Stephanie Teufel

Director iimt and Professor, University of Fribourg

### **Marketing Management**

Prof. Dr. Sascha Götte

Professor, Lucerne University of Applied Sciences and Arts

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

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

Professor, University of Berne

### **Managerial Finance**

Prof. Dr. Christoph Kaserer

Professor, Technical University Munich

Prof. Dr. Alfred Mettler

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

### **Management Accounting & Control**

Prof. Dr. Linard Nadig

Professor, University of Applied Sciences and Arts Zug

### **Process & Excellence Management**

Prof. Dr. Thomas Friedli

Managing Director Tecteam, University of St. Gallen



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

Prof. Dr. Helmut Krcmar  
Professor, Technical University Munich

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

### **National & International Economics**

Prof. Dr. Philippe Gugler  
Professor, University of Fribourg

### **Law ICT Management**

Prof. Dr. Marc Amstutz  
Professor, University of Fribourg

Prof. Dr. Pascal Pichonnaz  
Professor, University of Fribourg

### **Law Utility Management**

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

### **Business Ethics**

Prof. Dr. Guido Palazzo  
Professor, Ecole des HEC, University of Lausanne

### **Utility Technology**

Prof. Dr. Göran Andersson  
Professor, ETH Zürich

Prof. Hubert Sauvain  
Professor, College of Engineering and Architecture of Fribourg





## **iimt Staff**

Director  
Head of Executive Programmes  
Head of Marketing & PR  
Head of Research

Prof. Dr. Stephanie Teufel  
André Chappot (since Mai 2008)  
Kirstin Stadelmann  
Dr. Martin Steinert

Marketing & PR

Nathalie Brülisauer (until April 2008)  
Tamara Jost  
Katrín Schmitter (since April 2008)

Accounting

Antje Buchs

Administration

Su Yinn Galeuchet (since Mai 2008)  
Barbara Jenni  
Kalin Nicolov (since June 2008)  
Daniela Oprandi (until April 2008)  
Marianne Segessenmann  
Patrizia Stucki (until September 2008)

Research Assistants

Caroline Kähr (since September 2008)  
Patrick S. Merten  
Jan Schlüter  
Martin Stötzer (since September 2008)  
Charlie Denison (Junior Research Assistant)

External Ph.D. Students

Désiré Karyabwite  
Birgit Novy





## **iimt Commissions**

### **Best Paper Award**

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

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

### **Admission Commission**

Prof. Dr. Stephanie Teufel  
André Chappot  
Prof. Dr. Philippe Gugler  
Jacques Mauron  
Roger Notter

Director of the iimt  
Head of Executive Programmes iimt  
University Representative  
Groupe E  
Swisscom (Schweiz) AG

### **Financial Committee**

Prof. Dr. Hans Wolfgang Brachinger  
Jacques Macherel  
Peter Schöpfer  
Prof. Dr. Stephanie Teufel

University of Fribourg  
Vice President of the iimt Institute Council  
President of the iimt Institute Council  
Director of the iimt

### **Students Representative in the year 2008**

Mr. Said Oualibouch

Senior Management Consultant

### **Class Representative in the year 2008**

Reto Trinkler (intake 2008)  
Patrick Huber (intake 2007)  
Said Oualibouch (intake 2006)  
Ralph Hess (intake 2005)

basis06 AG  
Random SA  
Senior Management Consultant  
T-Systems Enterprise Services

## Activities

### Executive Programmes

Two important happenings marked out the year 2008:

- The introduction of the new course “Research Methodology” in two modules
- The new module “Communication & Crisis Management” within the subject area “Information & Communication Technologies”

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

In the **Executive Programmes in ICT Management**, all 30 courses and 30 examinations (for EMBA) and 20 courses and 20 examinations (Executive Diploma) were carried out successfully (see timetable 2008).

Also the courses of the **Executive Programmes in Utility Management** took place with success, with the exception of the module 1 of “Law in Utility Management” for which there was a lack of students. For eight branches of the Executive Programmes, the students were temporarily separated. This allows a more precise focus on the specific ICT or Utility content, and also on the case studies. For the two branches “Utility Technology”, respectively “Information & Communication Technologies” and “Law in Utility Management”, respectively “Law in ICT Management”, the classes had to take place separately. For the rest of the courses the students in ICT and Utility Management were regrouped in the same classes.

As measure of the quality, each course, each lecturer and each examination have been subject to evaluation, like in the past. The results of the evaluations were discussed during the meeting of the iimt Institute Council and the Scientific Council last November and December. The members of the two Councils were pleased to see the continual improvement of the rate of satisfaction concerning the quality of the courses and the profile of the lecturers.

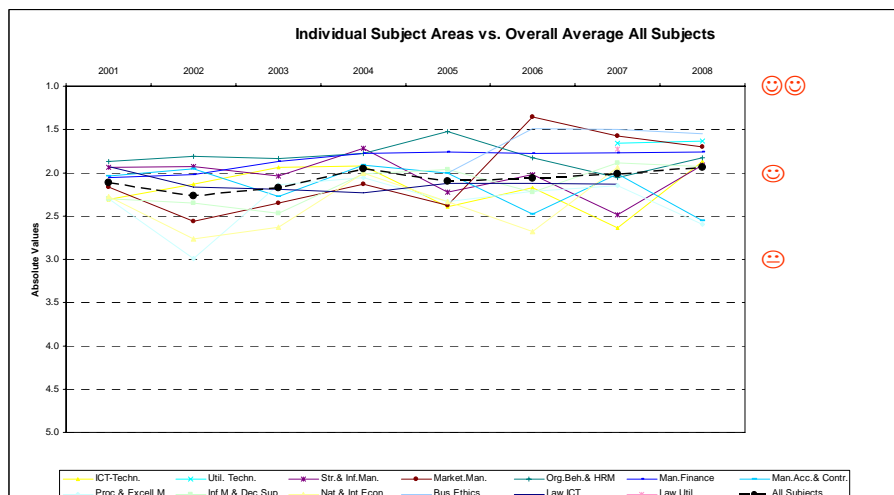


Fig. 1: Evaluation of the iimt Subject Areas



## Participants and Lecturers

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

- The recruitment meets some difficulties due to
  - long internal processes at companies for according a further education to their employees (comparison of different schools, budget, approval of superior,...)
  - companies establish internal programmes for further education
  - the Utility companies are not yet familiar with non-technical educational programmes. Furthermore, due to the upcoming liberalisation, employees have difficulties to find the time for educational programmes although they see the importance of such courses ;
- Nevertheless, a new EMBA and Executive Diploma class in ICT and Utility Management began its programme in January and was completed during the year, with our first new female student starting in September.
- Although the flexibility offers the possibility to choose the length and the duration, a majority of the participants plan part-time study (5 course weeks a year during 3 years). The flexibility is more used for reaction on short term professional needs;
- As in the past, every student admitted to the Executive Diploma sets the objective to achieve the EMBA.

In the year 2008, 90 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 (57% of all lecturers from Swiss and international universities) and experts from the industry (43% of all lecturers work in national or international companies and organisations). It is also very positive, to welcome iimt Alumni Network Members as lecturers in the Executive Programmes.

Due to the location of the iimt premises and the courses rooms in the same building, the organisation of the course weeks and all the events during the academic year (class outing, year end apéros), facilitated a team spirit and networking amongst participants, iimt staff, lecturers, and members of the iimt Alumni Network.

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

On 28 November 2008, the iimt awarded eight Executive MBA degrees and two Executive Diplomas for the ninth time. 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 Paper

For the Best Paper Award 2007 all four published books in 2008 had a real chance to win the price. The committee, which is composed by representatives from the industry and the academic world, evaluated the books according to the topicality, the academic aspect, the overall impression, the connection to the domain of ICT, the interest of the target audience and the global interest of the publication.

After discussion, the committee decided concisely which two books shall win the Best Paper Award 2007:

- **Helfenstein, Markus (2007):** A Comparative Analysis of R&D in China
- **Meschede, Annette (2007):** Managing the Design and Negotiation of IT-Outsourcing Contracts

The project of Mr. Dr. Markus Helfenstein was evaluated as highly-interesting, very neat and excellent. The committee as well agreed that Mrs Annette Meschede's paper earns an award.

### List of Executive MBA and Executive Diploma Projects

- **El Mansouri, Nouredine (2008):** Access & Compliance Management for ERP systems
- **Fawer, Urs (2008):** Untersuchung zur Marktentwicklung von Identitätskarten in Europa mittels Szenario-Technik
- **Hess, Ralph (2008):** Interne Leistungsverrechnung: Methoden der Tarifiermittlung vor dem Hintergrund der wertorientierten Unternehmenssteuerung.
- **Koller, Philippe (2008):** A comprehensive strategic analysis of the deployment of Bluetooth low energy wireless technology, based on the whole product concept.
- **Lüthi, Peter (2008):** Nutzen von Partner Bonus Programmen für die Gewinnung und Bindung von hochwertigen Kunden bei Swisscom Mobile
- **Schmid, Markus (2008):** Entwicklung eines Wissensmanagement Konzepts in der HIS Consultants AG
- **Schürch, Gerhard (2008):** Open-Access-Netze: Erwartungen des potenziellen Konsumenten in privaten Haushalten
- **Spycher, Martin (2008):** Mobile Content Entwicklung, am Beispiel von audiovisuellen Inhalten
- **Van der Beken, Nico (2008):** Forensic Readiness
- **Zimmermann, Ruedi (2008):** Management eines ICT Produkt Portfolios

## Executive Programmes 2008 - Statistics

### Participants in the Executive Programmes in ICT and Utility Management

A total of 41 participants attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2008. Furthermore, 24 persons participated in 17 Executive Specialised Modules or Specialised Courses. The participants of the three levels followed their programmes in line with the timetable.

### Statistics - results from the entry survey 2008

As with every intake, an entry survey was also done in 2008. This entry survey gives information about personal and professional data of the new intake.

The average age of the new participants was 33 years. The average work experience was 6 years. 43% had a higher education in engineering, 29% in economics and 29% named a higher education in other sectors.

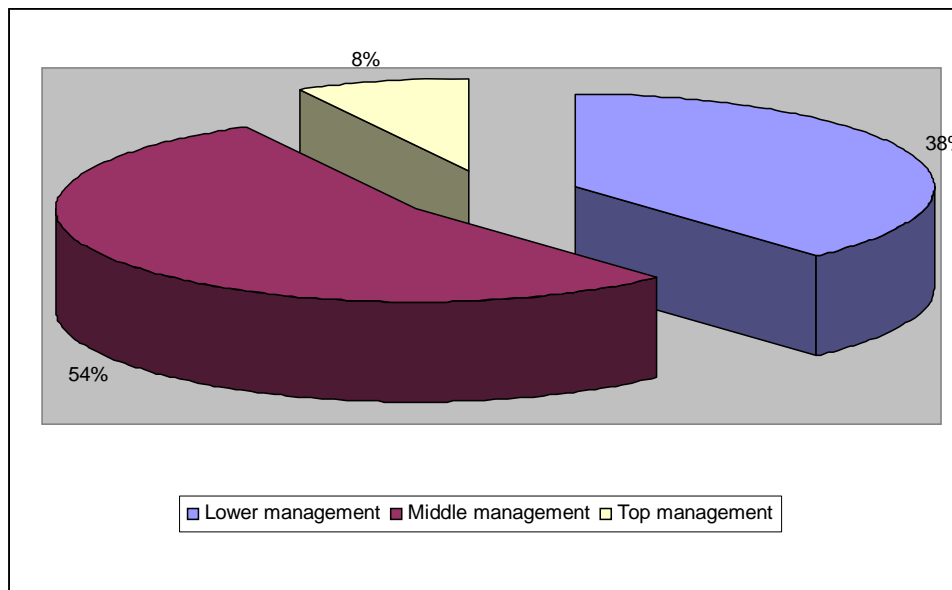


Fig. 2: Position in the company at the beginning of the studies at the iimt

At the beginning of their studies, 8% of the participants occupied a position in the top management, 54% in the middle management and 38% in the lower management.

32% were working in the field of "Marketing and Sales", 24% in the field "Information Management and Software Applications", 12% in "Network Management and Support", 8% in "Research and Development", and 4% each in the fields "Production and services", "Education and Human Resources", "Quality Management" and "other" non specified fields.

To the question why they begun further studies in ICT or Utility Management, 43% answered that they wanted to enhance their career opportunities, 25% mentioned a personal need of further education, 25% answered that they wanted to stay up-to-date and retain their market value and 4% said that their employer suggested it. The most frequent indicated reasons for their choice of the iimt were the modular course structure, the flexibility of the course programme, and the strong focus on ICT or Utility Management.

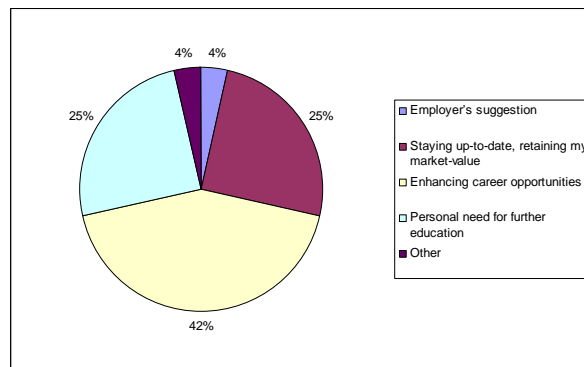


Fig. 3: Reasons and motivation for further studies in ICT or Utility Management

### Statistical results from the final survey 2008

A final survey conducted after the graduation of the students was done for the intake 2005. 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 the iimt, 94% of the graduates changed their professional position.

### Change in professional position

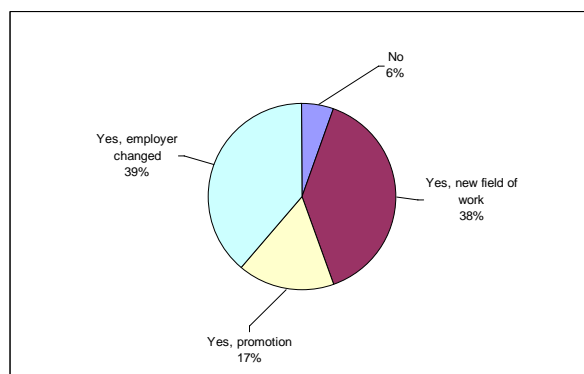


Fig. 4: Change in professional position since the beginning of the studies

Out of this subset, 17% got a promotion, 39% changed employer, 38% have a job in a new field of work, and 50% answered that the iimt Executive Programmes contributed to this change.

**Statistical overview 2002 – 2008**

The iimt conducted a statistical comparison taking into consideration the evaluations from 2002 to 2008 for the question concerning the fulfilment of the expectations of the participants in reference with the iimt studies.

As shown in the figure below, over the years, most of the participants answered this question very positively.



Fig. 5: Fulfilling of expectations concerning the iimt studies.

This diagram shows, that the majority of the students were satisfied with their choice of the iimt Executive Programmes and that the expectations were fulfilled.





## Marketing & Communication Activities

The executive education market is growing and for most of the interested people, unpredictable. Therefore the iimt undertook a large number of marketing activities to gain new Executive Programme participants, partners and sponsors and to strengthen its position as a competence centre in ICT and Utility Management. Furthermore, the iimt was very active in organising or participating at events, conference or workshops. More details about the marketing activities can be found on the following pages.

## Partners & Associations

### Premium Partners

The collaboration with our Premium Partner **Groupe E** was renewed for further three years in November. Groupe E is regularly making use of the iimt Executive Programmes in the energy domain for their collaborators and further collaborations are on strike. The partnership with **Swisscom AG** has been strengthened and is very fruitful. A broad series of activities such as visits, the participation at workshops and seminars or the collaboration for articles and interviews were carried out with both Premium Partners, throughout the year.



### Sponsors

In 2008, the iimt could sign two new contracts of sponsorship, both in the ICT and Utility sector. In January, the **Banque Privée Edmond de Rothschild** - well-known partner from the financial and bank sector - stepped into the iimt network. In November, the Swiss transmission grid operator **swissgrid** established the iimt's sponsoring domain on the energy side. Besides these new sponsoring partners, the iimt could further on count on the last year's sponsors: **ascom**, **eb-Qual SA**, **Excelsis**, **hayoz engineering** and the **Valiant Privatbank AG**.

### Cooperation Partners

The iimt is very happy to be able to count on four new cooperation partners. With the aim of a research and teaching cooperation the **Institute for Value-Based Enterprise IVE** joined the iimt network. Additionally, **VeriSign** and **Dell** joined the iimt as Cooperation Partners and furthermore, in November the iimt signed a contract with the **Groupement des Ingénieurs en Technologies de l'Information (GITI)**, based in the French speaking part of Switzerland and endeavouring the exchange of knowledge and experience among members, students and engineers of other branches.



Further abiding partners in both the fields of ICT and Utility, are the following:

- **asut** – Swiss Association of Telecommunication Users.
- **efmd** – European Foundation for Management Development
- **Electrosuisse** – Association for Electrical Engineering, Power and Information Technologies
- **Hochschule für Technik und Architektur Freiburg**
- **ITU** – International Telecommunication Unit
- **MBA Center Europe**
- **Münchener Kreis** – International association for communication research
- **IT-Valley** – Realisation of the positioning of IT-firms in Fribourg

### Research Partners

In the research domain, the collaboration with **Campana & Schott GmbH**, **IBM Global Business Services** and **KPMG** are remaining very strong. Dr. Christophe Campana, founder and CEO of Campana & Schott, has in April 2008 for the second time been lecturing within the Master course “Strategic Project Management”, at the University of Fribourg. With IBM, the iimt has been conducting a pan-European survey about the change and the future of passenger processes by means of technological innovation within the airline domain.

### Media Partner

The cooperation with the Media Partner **Netzwoche** was resigned at the end of the year. New partnerships are already signed for the year 2009.

In the beginning of July, the iimt invited its Partners and Sponsors to a lunch at the Restaurant La Cena in Marly. The collaboration with all its associates is of highest value for the institute. The annual Partners & Sponsors Lunch offers an excellent opportunity to the iimt to express its gratitude for their loyalty and support. Furthermore, the iimt’s Partners and Sponsors shall get the occasion to intensify existing connections or to tie further contacts. After a brief introduction by Prof. Dr. Teufel, Mr. Patrick S. Merten presented his doctoral project about the future and evolution of passenger processes in the airline domain. Since the months of June and July are shaped by closing accounts, meetings and holidays, the Lunch shall be planned for the third quartile of the year 2009.



## Events

### 2<sup>nd</sup> Swiss Electricity Congress – Berne

On the 14th and 15th January 2008, the iimt participated in the Second Swiss Electricity Congress in Berne. Moritz Leuenberger (Federal Council and Head of the Department of Environment, Transport, Energy and Communications), opened the congress together with Andris Piebalgs (EU Commissioner). They pointed out the political importance regarding the upcoming liberalisation of the electricity market, the EU strategy, and the goals which have to be reached in reference to the CO2 emission.

Besides interesting speeches about climate protection, duties of the regulator, and the trends in an open market, a lot of panel discussions took place. Moreover, it was an opportunity for networking. Due to the close collaboration with Electrosuisse, the iimt had the opportunity to present its Executive Programmes to potential students, partners, and sponsors.

### ICT-Networking Party – Berne

Once more, the legendary ICT-Networking Party, where top-players from the ICT sector, politicians, industrialists and researchers meet, took place in Berne. On the 16th of January 2008, the iimt was again host of a table, and invited people from ascom, BBT, Dell, Groupe E, IVE and KPMG, to share an evening in a convenient and relaxing atmosphere. As it is every year, the main target of the evening was "Networking". Therefore the guests had, after an amusing "Sausage-Party" and a show act with Mike Müller alias Hanspeter Burri, the opportunity to get in contact with other people from the sector. The iimt is already looking forward to the next ICT-Networking-Party and to network again!

### asut General Assembly - Fribourg

The 4<sup>th</sup> of April the yearly asut (Association suisse des telecommunications) General Assembly took place at the iimt in Fribourg. The iimt had the opportunity to present the Institute and the University of Fribourg to all guests and board members. The closing of the General Assembly was a speech by Prof. Dr. Joseph Deiss, former Federal Council, and a common aperitif and lunch.



### **iimt Information Sessions**

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

### **Orange Team Event - Fribourg**

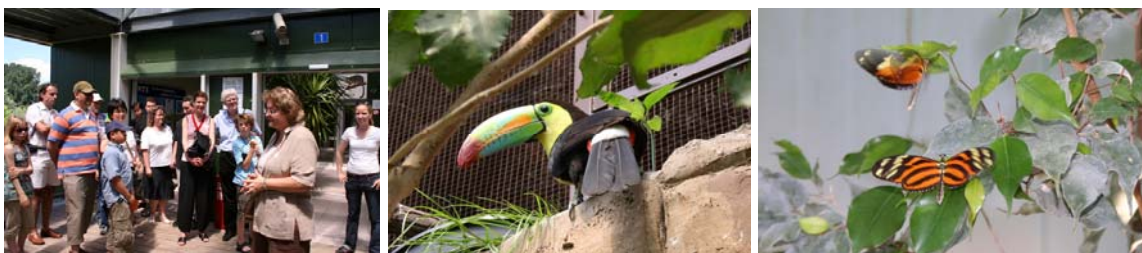
On the 9th of May 2008, employees of the "Strategy and Planning" Team of Orange were taken to experience a unique company outing. Walking in the footsteps of John Forbes Nash, famous physicist and inventor of the Nash equilibrium, the 12 participants were familiarised with the Game-Theory. The team of practitioners attempted to understand how individuals make choices, being introduced to a mathematical way of capturing behaviour in strategic situations by PD Dr. Philippe G. Nell.

*"It was a great mix between theory and practice, intellectual thinking and fun. The different approach to strategy was highly interesting and at the same time it provided a good insight into how a course provided by the iimt can be",* said Cédric Liard from the Orange team.



### **iimt Social Event - Kerzers**

This year's iimt Social Event led more than 70 members of the iimt world to the Papilliorama in Kerzers. The iimt staff, students, lecturers, and associates, as well as their partners and children, were guided through the three parts of this unique attraction. The biggest butterfly garden in Switzerland let us observe more than 60 different species of butterflies as well as nocturnal animals, such as bats, sloths, and anteaters. After the tropical temperatures of the tour, we satisfied our thirst and hunger with an aperitif. It was a great excursion for young and old!



### **iimt Award Ceremony**

On the 28<sup>th</sup> of November 2008, the iimt had the great pleasure to award, within the yearly iimt Award Ceremony, its titles. Eight students got their degree “Executive MBA in ICT Management” and two their “Executive Diploma in ICT Management”. Furthermore, in this celebration the winner of the “Best Paper Award” as well as the “Best Management Summary Award” were announced.

This event has been shaped through speeches of Prof. Dr. Stephanie Teufel (Director), Mr. Peter Schöpfer (President of the Institute Council), Mr. Mario Widmer (Dean of the Faculty of Economics & Social Sciences), Mr. Jacques Macherel (Vice-President of the Institute Council and President of the “Best Paper Award Commission”), Mr. Daniel Hallen (President of the iimt Alumni Network). The “Limbo Jazz Band” accompanied the ceremony that took place at the Espace Tinguely in Fribourg.



From top left to bottom right: Ralph Hess, Nico van der Beken, Ruedi Zimmermann, Philippe Koller, Martin Spycher, Urs Fawer, Gerhard Schürch, Markus Schmid.



## Participation at external events

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

- Lions Event, 04.02.2008, Giffers
- ETG-Cigré Conference, 28.02.2008, Zurich
- asut Member Apéro, 05.03.2008, Zurich
- FIT Opening Day, 09.04.08, Fribourg
- ETG/ITG Conference, 29.04.2008, Olten
- Orange Team-Event, 09.05.2008, Fribourg
- Intercal Partner Summit, 14.05.2008, Berne
- Valiant Seminar, 26.05.2008, Berne
- asut Seminar, 29.05.2008, Berne
- Exhibition „Powertage“, 03./05.06.2008, Zurich
- Electrosuisse General Assembly, 04.06.2008, Zurich
- Chamber of Commerce (Germany, Austria, Switzerland) Roundtable, 04.06.2008, Zurich
- iimt Social Event, 21.06.2008, Kerzers
- Finnova Partner Summit, 01.07.2008, Lenzburg
- Donna Informatica Seminar, 02.07.2008, Zurich
- iimt Alumni Reflection, 03.07.2008, Zurich
- iimt Partners & Sponsors Lunch, 04.07.2008, Fribourg
- Swisspower Info-Session, 28.08.2008, Vevey
- itu Telecom Asia, 29.08.2008 – 06.09.2008, Bangkok
- asut Lunch Forum, 05.09.2008, Berne
- asut Colloquium, 19.09.2008, Berne
- VSE General Assembly, 25.09.2008, Lausanne
- iimt-IT-Valley-Meeting, 09.10.2008, Fribourg
- Lead Management Event, 16.10.2008, Zurich
- EPFL Seminar, 22.10.2008, Lausanne
- iimt Alumni Reflection, 23.10.2008, Berne
- ETG Conference, 30.10.2008, Berne
- Impulse-Event BKW, 30.10.2008, Berne
- SIG Colloquium, 03.11.2008, Geneva
- BBT Innovation Conference, 06.11.2008, Basel
- GITI Congress, 07.11.2008, Morges
- EIF-iimt Seminar, 21.11.2008, Fribourg
- ETG Conference, 04.12.2008, Fribourg
- IT-Valley-Meeting, 10.12.2008, Fribourg



## Media Presence

### Press releases

In 2008, eight press releases in German as well as in French with the following topics have been sent to the Swiss media:

- **Banque Privée Edmond de Rothschild**, new sponsorship
- **Institute for Value-Based Enterprise (IVE)**, new cooperation partner
- **Excelsis**, renewal of sponsorship
- **Verband der Hochschullehrer für Betriebswirtschaft (VHB)**, award of „Wissenschaftsorientierter Unternehmer des Jahres“
- **Utility Management**, promotion of the Executive Programme in Utility Management
- **Groupement des Ingénieurs en Technologies de l'Information (GITI)**, new cooperation partner
- **Award Ceremony**, 28<sup>th</sup> November 2008
- **Groupe E**, renewal of a 3-year Premium Partner contract

All press releases were taken up by the Swiss press, both in print and electronic versions.

### Portraits and editorial articles

Throughout the year, more than 22 portraits and more than 14 editorial articles were published in various newspapers, magazines and online portals of the French and the German speaking Switzerland, from both the ICT and Utility domain:

- asut (Newsletter / Bulletin)
- c't
- IBCom
- ICT Kommunikation
- Netzwoche
- Donna Informatica (Newsletter)
- Electrosuisse/VSE Bulletin
- Swiss Engineering
- Handelszeitung
- Karrierejahrbuch
- SwissUniversity
- Business and Professional Women (BPW)
- Unireflets



### **Advertisements**

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

- Handelszeitung
- Alpha Kadermarkt
- NZZ
- Tagesanzeiger
- Netzwoche
- Swiss Engineering
- Electrosuisse Bulletin
- VSE Weiterbildungskalender
- asut Bulletin
- Cash
- ICT-Karrierebuch
- ICT-Jahrbuch
- ICT Kommunikation
- Swissnews

### **iimt Newsletter: eSignal**

Distributed regularly over the year 2008, the iimt Newsletter eSignal has been sent four times to approximately 2000 persons of whom the iimt world is composed of. Content components of the iimt eSignal were events, projects or news about the partners & sponsors, the iimt Executive Programmes, the Chair of Management in ICT, the iimt University Press, and the institute itself.

### **Further communication measures**

In order to improve the overall situation of the iimt, a working group was called into life in the beginning of October 2008. Through a thorough analysis of the iimt's current situation, the working group has the goal to elaborate and evaluate various strategic directions. Goals shall be defined on a short, medium, and long term basis. Furthermore, the precise definition of a vision, mission and corporate philosophy shall be elaborated, approved by the direction, the institute council and the collaborators. These measures shall lead to an increment of new students, sponsors, partners and strengthen the reputation of the institute.





## Web Site

An important communication and marketing tool for the iimt is its website. Not only potential students for the Executive Programmes have to find all necessary information for their study programme with only a few clicks, but also partners, sponsors, Subject-Area Coordinators, lecturers, iimt Alumni Network members and students from the Chair. The internet shall be a platform with helpful and supporting information and news. Main target during the year was to keep the website up-to-date and to provide all stakeholders with the necessary information and news.

As for the year 2009 a new design of the pages and a restructuring of the site was planned, the website team prepared the smooth launch of the new website [www.iimt.ch](http://www.iimt.ch) in the second semester.

Another important happening was the introduction of the students-platform "STUD.IP". Each Executive Programme student has the possibility to access Stud-IP with a personal password in order to find course documents, examples of examinations, important course information and in a second step personal examination results.



But STUD.IP should not only be an accumulation of documents which are helpful for the study programmes. With STUD.IP students shall get an additional way for the exchange of knowledge by joining chat-rooms and online-forums. Furthermore, students have access to a personal study-planner and to information about important events. This platform supports students during their course of study at the iimt.



## Chair of ICT-Management

### Teaching Activities

#### **Strategic Management of Technological Innovation**

Master of Arts in Management & Information Management, English, Autumn Semester 2008

Mastering technological innovations is central to the success and survival of companies especially in developed economies which may not compete on labour or raw materials. This course aimed to lay the foundation on how to successfully manage the R&D activities within a company in order to increase the innovation capabilities of the same.

“Strategic Management of Technological Innovation”, designed as Master course in the English language, has been taught by Dr. Martin Steinert for the second time in the fall term 2008. It has again received a great response from the students with 50+ inscriptions, nota bene a non mandatory course. After going through general aspects of the industry dynamics of technological innovations such as sources, types and patterns of innovations, standard battles and dominant design aspects as well as the question of timing of entry, the course also focused on the formulation and implementation of Innovation Strategies. Choosing innovations, projects, collaboration strategies and protecting one’s innovation were discussed alongside the actual organisation of innovation teams and the management process for new product development (NPD).

A great highlight in the course was a presentation by Yvan Bourqui, Director Innovation at Johnson Electric APG Europe, who presented the new innovation management process at Saia-Burgess Murten AG. This event was held in cooperation with IT Valley Fribourg and Informatica08 ( <http://diuf.unifr.ch/event/i08/wiki/doku.php/itvalley> ).

#### **Strategic Project Management**

Master of Arts in Management & Information Management, Spring Semester 2008

“Strategic Project Management” is a newly introduced Master course taught in German but with a written documentation that is entirely in English. The course, newly introduced in the spring semester 2008, aims at providing the students with all the necessary theoretical and practical aspects needed to handle any project’s unique combination of people, processes and communication.

Following the PMBOK Guide, the nine knowledge areas which encompass integration management, scope management, time, cost and quality management as well as human resource and communication management and finally risk and procurement management were covered. Since the course tried to avoid the ivory tower by integrating industry in the course as well, several project managers from a wide range of firms animated the lectures with their presentations.



Highlight of the course was the one-day presentation of Dr. Campana, founder of the project management consultancy Campana & Schott, where he showed to the students what project management really means and how it is applied to practical projects ( [www.campana-schott.com](http://www.campana-schott.com)).

The overall feedback of the course was thoroughly positive. This can not only be seen by looking at the high number of participants (25) but also by considering the new number of students that subscribed for the course in spring term 2009.

### **Bachelor and Master Theses**

In 2008, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

#### **MASTER THESES**

- Aberhalden, M.:** Projektmanagement in Wissenschaft und Praxis
- Giger, D.:** Entwicklung eines Verfahrens zum automatisierten Rating von Websites, MLP
- Kähr, C.:** Marktpotential von IVR-Lösungen, Swisscom
- Stucki, P.:** Open Educational Resources (OER) an öffentlichen Universitäten in der Schweiz
- Wittwer, D.:** E-Government Strategie Schweiz: Akzeptanz und Mitwirkung Schweizer Unternehmen, IBM & ISB
- Zemp, M.:** Prozess- und Personalmanagement in Zusammenarbeit mit ewl – energie wasser luzern – Operative Analyse und Fallstudie, ewl
- Züst, M.:** Studie zu Telefonmehrwertdiensten in der Schweiz

#### **BACHELOR THESES**

- Gauderon, F.:** Erstellung einer Webapplikation für Umfragen mithilfe von Java EE
- Glättli, M.:** Auswirkungen eines zusätzlich in den Markt eintretenden VoIP-Anbieters



#### **EXECUTIVE MBA THESES**

**Fawer, U. (2008):** Untersuchungen zur Marktentwicklung von Identitätskarten in Europa mittels Szenario-Technik, Trueb AG

**Koller, P. (2008):** A comprehensive strategic analysis of the deployment of Bluetooth low energy wireless technology, based on the whole product concept

#### **EXECUTIVE DIPLOMA THESES**

**Rothärmel, S. (2008):** Google's Android – A disruptive innovation?

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

Parallel to the lectures at the University, a series of in-house seminars for Ph.D. students were organised in regular interval by Prof. Dr. Teufel in the year 2008. Participants were recruited from the internal and external assistants as well as from connected institutions and organisations to present their research activities.



## Research Activities

The research team aims to answer academically challenging questions in its fields of research. At the same time, it focuses on bridging the gap between theory and practice.

The Chair's researches cover the following areas:

- Innovation and Technology Management
- Management of ICT, Focus: Mobile Business
- Project Management
- Security Management
- Utility Management

The specific research projects are carried out by all the research assistants and external doctorates under the direction of Prof. Dr. Stephanie Teufel. The projects can be described as follows.

- The diffusion and adoption of technological innovations in the passenger process of the aviation industry: A European-wide survey on airline and airport experts based on quantitative and qualitative interviews – officially supported by IBM Germany. (Patrick S. Merten)
- A passenger survey on the perception, attitude, usage and acceptance of technological innovations in the passenger process: A quantitative study officially supported by Berlin Airports. (Patrick S. Merten)
- As part of the MEFIS project, solutions are developed which reduce human-induced security problems in an IT environment. (Jan Schlüter)
- Development of a tool to anticipate and define the need for trainings regarding human IT security problems and to plan corresponding counteractions. (Jan Schlüter)
- 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)
- New project in Utility Management:  
The Smart Energy Project is focused on a closer interaction between supplier and consumer of energy in the frame of a Smart Grid. The goal is the development of a service which provides a bidirectional information flux to support grid friendly consumer behaviour to face the stochastic generation of renewable energy sources. This project, established by the Western Swiss Universities of Applied Science, offers additionally stakeholders a platform for sharing information. (Martin Stötzer)



## Publications

Annually, the research team publishes its research results in international journals and conferences, whereby the scientific papers are subject to double-blind peer-review processes.

**Steinert, M. (2009):** A dissensus based online Delphi approach – an explorative research tool, in: Technological Forecasting and Social Change, Elsevier (Thomson Scientific impact factor 2006: 0.889, Journal Citation Reports® 2007), Volume 76, Issue 3, p. 291-300

**Merten, P., Püntener, I., Egger R. (2008):** The Amadeus Case, in: eTourism Case Studies: Management and Marketing Issues in eTourism, Egger R., Buhalis D., Butterworth-Heinemann, ISBN 978-0750686679

**Merten P., Teufel S. (2008):** Technological Innovations in the Airline Industry: A hypotheses generating explorative study, Information and Communication Technologies in Tourism 2008 – Proceedings of the 15<sup>th</sup> International ENTER Conference Wien, New York, Springer

**Müller R., Steinert M., Teufel, S. (2008):** successful Diversification Strategies of Electricity Companies: An explorative empirical study on the success of different diversification strategies of German electricity companies in the wake of the European market liberalization, in: Energy Policy, Elsevier (Thomson scientific impact factor 2006: 1.362, Journal Citation Reports® 2007), Volume 36, Issue 12008, p. 398-412

**Schlüter, J., Teufel, S. (2008):** BPMN as a Base for Calculating the Target Value of Employees' Security Level, Conference Proceedings, ISAA 2008

**Schlüter, J., Teufel, S. (2008):** Secalyser – A System to Plan Training for Employees, Conference Proceedings, HAISA 2008

A list of publications can be found on <http://chair.iimt.ch>. Furthermore, dissertations as well as results from scientific surveys and other research projects are regularly published in the iimt University Press.

## iimt University Press

62 books of the iimt University Press were sold in 2008. This is considerably less than last year (-68%). The decrease of the sales figures is to trace back to the fact that the web shop has not been working during from September to December. Furthermore, just four books were published in 2008.

Since the introduction of the accounting program SESAM, the work with the iimt University Press is considerably easier than before. The invoices are printed in a new professional look and booked directly into SESAM.

The four following books were published by the iimt University Press in 2008:

- **Bless, Reto (2008):** Management von Operationen in Grossunternehmen – Ein Virtualisierungsansatz. ISBN 978-3-905814-02-6
- **Graber, Reto (2008):** Cross-cultural influence on the IT buying behavior of globally operating Swiss banks. ISBN 978-3-905814-03-3
- **Helfenstein, Markus (2008):** A Comparative Analysis of R&D in China. ISBN 978-3-905814-04-0
- **Meschede, Annette (2008):** Managing the Design and Negotiation of IT-Outsourcing Contracts. ISBN 978-3-905814-05-7





## **Membership of Organisations**

In 2008 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

asut Fachkommission Ausbildung, President of the Committee

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

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

KPMG, Member of the Steering Committee

ICT Switzerland, Member of the Commission "Education"

ISSS: Information Security Society Switzerland, Member

IT-Valley Fribourg, Founder Member (since 2000)

SARIT, Member

Schmalenbachgesellschaft für Betriebswirtschaftslehre, Member

SI-Fachgruppe: Security, Member

Münchener Kreis, Member





## **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.

ICSNC 2008 – The Third International Conference on Systems and Networks Communications  
Sliema, Malta, 2008. Reviewer and member of the program committee.

UBICOMM 2008 – The Second International Conference on Mobile Ubiquitous Computing,  
Systems, Services and Technologies.

Valencia, Spain, 2008. Reviewer and member of the program committee.

IFIP - 23rd International Information Security Conference (SEC 2008)  
Milan, Italy, 2008. Reviewer and member of the program committee.

TrustBus 08 – 5th International Conference on Trust, Privacy and Security in Digital Business.  
Turin, Italy, 2008. Reviewer and member of the program committee.

EC-Web 2008 – 9th International Conference on Electronic Commerce and Web Technologies.  
Turin, Italy, 2008. Reviewer and member of the program committee.

DEXA 2008 – 19th International Conference on Database and Expert Systems Applications.  
Turin, Italy, 2008. Reviewer and member of the program committee.

IEEE – 11th International Conference on Computational Science and Engineering.  
University of Sao Paulo, Sao Paulo, Brazil, 2008. Reviewer and member of the program  
committee.

7th ISSA Conference

Gauteng Region (Johannesburg), South Africa, 2008. Reviewer and member of the program  
committee.

D A CH Security 2008

Technische Universität Berlin, 2008. Reviewer and member of the program committee.

ENASE 2008 - 3rd International Working Conference on Evaluation of Novel Approaches to  
Software Engineering.

Funchal, Madeira, Portugal, 2008. Reviewer and member of the program committee.

WebS 2008 – 7th International Workshop on Web Semantics.

Turin, Italy, 2008. Reviewer and member of the program committee.

ARES 2008 - The International Workshop on Security Culture.

Barcelona, Spain, 2008. Reviewer and member of the program committee.



## Accountants Report



## Contact

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