

Annual Report

2005



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Editorial

Ladies and gentlemen,

In 2005 the iimt underwent a series of positive experiences and changes. The most striking milestones in 2005 were the Institute's change of name, its 10th anniversary, the extension of partnership relationships to the electricity industry, necessary changes and extensions to the iimt Executive Programmes, and the move into new University premises.

For a number of years the Institute Council and the iimt management had been aware that the term 'telecommunications' in the name of the institute no longer accurately reflected its current activities or the content of Executive Programmes. The iimt had long understood that the merging of the telecommunications and IT industries demanded that programme content should be reoriented to the whole Information- and Communication Technology sector (ICT) and continually adjusted to the needs of the new wider market. The initials iimt and the associated logo were well known in the industry and the Institute was determined to retain this positioning as far as possible. In summer 2005 the planned move and a widening of the portfolio of study courses offered the ideal opportunity to effect the name change. The new name - "iimt - international institute of management in technology" - was adopted at the same time as the Institute took possession of its new premises.

Alongside its regular activities the iimt was able to host a very special event. In 2005 iimt celebrated its 10th anniversary. In combination with the new rooms, a new name, and new partners for the Institute, both an Open Day and a Gala Dinner were organized. You can find out more about these events in a report in the marketing section of this report.

For a considerable time the iimt has carefully monitored economic, political and social development in the electricity industry, a development away from monopolistic structures towards a liberalized market. The iimt was convinced, and remains so, that with the experience and knowledge of its teaching staff, the Institute can offer support to the leaders and decision-makers facing current change in this industry.

The official green light was given in 2005 for the Institute to begin work on extending the Executive Programmes and where necessary, adapting them, to meet the specific needs of a new partner group, the electricity industry. A number of members of the Institute Council joined a working group which was set up to monitor and carry through these tasks. Several needed to be clarified: whether it was possible to create the required courses; whether the experts required to take responsibility for the courses, and to teach on them, could be identified and engaged for the work; what the potential numbers of students would be; and whether the required financial means could be secured. Groupe e (formerly EEf.ENSA) became our first premium partner and was soon joined by a second cooperation partner, Electrosuisse. After conversations with potential teachers it became possible to make progress on specifying the content of the courses, so that the Executive Programmes in Utility Management were able to begin in 2006.



After iimt was founded in 1995 it occupied rooms in the Post Office building in Avenue Tivoli, the Fribourg city centre. With the construction of a new home for the Economics Faculty of our University in Pérolles (Bd de Pérolles 90), the iimt moved to new premises. The move took place in summer 2005 and has brought many advantages. The offices are now in a new modern building with all the required facilities. Co-operation within the Economics Faculty, and with other parts of the University, has become more efficient and our Executive Programme students have their classes in this building too, so that the Institute's contact and communication with students and teachers has become closer and more personal.

In addition, in 2005 a number of other activities were carried out with our partners and sponsors. This helped us to strengthen these relationships and extend our network of partners and sponsors, resulting in valuable advantages for the Institute.

In parallel to all of these activities, the Chair of ICT and its associated research areas have also strengthened their position, with very successful publications and other scientific activities realised in the areas of mobile business, security management, and innovation & technology management.

An important strength of the iimt is its network of lecturers and students and the links this network creates with other institutions, companies and Higher Education schools. As early as the second semester this network was considerably extended by various contacts within the utilities industry. In 2005 the iimt was once more able to welcome many lecturers and students from outside Switzerland. This international composition creates added value for the Executive Programmes and strengthens the Institute's international character.

We would especially like to emphasize the contribution made by the iimt staff in 2005, whose commitment made a huge contribution to all these successes and 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 2006 brings new goals and challenges for the iimt. We hope in the coming year once again to be able to count on your valuable cooperation.

Thank you all!

Mr. Walter Frei
President of the Institute Council

Prof. Dr. Stephanie Teufel
Director



Organisation

iimt Consultative Council

Dr. Heinrich Rohrer
Laureate of the Nobel Prize for Physics, Richterswil

Dr. h.c. Felix Rosenberg
lic. iur., Member of the Board, Swisscom AG, Bern

Dr. h.c. Bernhard Schneider
Givisiez

Dr. Pekka Tarjanne
Special Advisor on ICT, United Nations, New York



iimt Institute Council

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

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

Mr. Daniel Forchelet (until March 2005)
Skill Area Manager, Corporate Technology, Swisscom AG

Prof. Dr. Rudolf Grünig
Vice-Rector, Chair of Management
University of Fribourg

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

Dr. Kilian Kämpfen (since April 2005)
Skill Area Manager, Swisscom Innovations

Mr. Peter Schöpfer
Country Regional Manager, Avaloq Evolution AG

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

Mr. Patrick Sudan (since November 2005)
Project Manager, Groupe e Fribourg

Mr. Philippe Voirol
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 10 Subject Areas in 2005 the co-ordinators were:

Environment and Technology Development

Prof. Antoine Delley

Ecole d'Ingénieurs et d'Architectes de Fribourg, Director ICTnet

Prof. Dr. Ulrich Ultes-Nitsche

Associate Professor, Department of Computer Science, University of Fribourg

Strategic Management

Prof. Dr. Rudolf Grünig

Chair of Management, University of Fribourg

Marketing and Communication

Prof. Dr. Jean-Emile Denis (until December 2005)

HEC, Management Studies, University of Geneva

Prof. Dr. Sascha Götte (since December 2005)

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. Norbert Thom

Institut für Organisation und Personal, University of Bern

Financial Management

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)

Controlling

Prof. Dr. Linard Nadig

Fachhochschule Zentralschweiz, Zug



Quality and Process 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

Economics and Social Sciences

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 (since 2005)

Director iimt, University of Fribourg



iimt Staff

Director	Prof. Dr. Stephanie Teufel
Vice-Director and Studies Coordinator	Dr. Jocelyne Imbach-Rakotomalala
Marketing and Communication	Kirstin Stadelmann Stefan Züger
Accounting	Judith Berger
Administration	Kathrin Künzli (until June) Daniela Oprandi Marianne Segessenmann (since September)
Research Assistants	Andreas Erat (until October) Patrick S. Merten Thomas Schlienger (until October) Martin Steinert Daniela Wanner (since November)
External Ph.D. Students	Bernhard Bär Sascha Jerrentrup Désiré Karyabwite Ralf Müller Birgit Novy Carina Sandmann
Course Assistants	Yvan Boschung (since January) Josef Künzli (until April) Claudius Unterberger (until March) Daniel Wenger (since March) Lorenz Würzler (since January) Anna von Plotho (March-September)
System Administration	Roger Mauron (June-August)



iimt Commissions

Best Paper Award

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

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

Admission Commission

Prof. Dr. Stephanie Teufel
Walter Frei
Prof. Dr. Rudolf Grünig
Dr. Jocelyne Imbach

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

Financial Committee

Walter Frei
Prof. Dr. Stephanie Teufel
Jacques Macherel
Peter Schöpfer

President of the iimt Institute Council
Director of the iimt
Vice President of the iimt Institute Council
Member of the iimt Institute Council

Working Group Executive Programmes in Utility Management

Walter Frei
Jacques Macherel
Prof. Dr. Stephanie Teufel
Dr. Jocelyne Imbach
Prof. Dr. Rudolf Grünig
Daniel Hallen
Kirstin Stadelmann

President of the iimt Institute Council
Vice President of the iimt Institute Council
Director of the iimt
Vice-Director of the iimt
University Representative
Partner of the iimt
Project Administration

Students Representative in the year 2005

Daniel Hallen

Class Representative in the year 2005

Ralph Hess (intake 2005)
Ron de Jong (intake 2004)
Sean Reid (intake 2003)



Activities

Executive Programmes

From the point of view of educational programmes, the year 2005 was a very intensive one for the following reasons:

- Improvement of the executive programme in ICT Management;
- Preparation of the new executive programme in Utility management;
- Development of a new offer "Power Packages" .

Executive Programmes in ICT Management

During 2005, 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. However, these programmes have been constantly subject to improvement and the consequences are first the adaptation and renaming of most of the subject areas to the actual state of the art, then the necessary matching of the contents and finally the launching of the module "Business Ethics" .

Due to the continuously expansion of the technologies of Information and Communication and the progress in general, contents and consequently names of the subject areas have to be adapted. The executive programmes are now designed with the following subject areas:

- Strategic Management
- Marketing Management
- Organisational Behaviour and Human resources Management
- Management Accounting and Control
- Managerial Finance
- Process- and Excellence Management
- Information and Communications Technologies
- Information Management and Decision Support
- Law and Business Ethics
- National and International Economics

Another consequence of the actualisation of topics is the launching of the module "Business Ethics" which has replaced the level 3 of Law. Prof. Dr. Teufel, responsible for this module, designed a module with academic lecturers of the University of Lausanne as well as experts from the industry (Swisscom, ABB, HP and UNICEF). The module got a high level of satisfaction and matched the needs of the ICT managers.

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 evaluation process show a continual improvement of the rate of satisfaction concerning the quality of the courses and the profile of the lecturers.



Participants and Lecturers

The major observations in relation to the participants are the same as in the two last years:

- The recruitment suffers of the instable situation in the ICT industry and it was still difficult to acquire participants, even for crash courses;
- Nevertheless, a new class EMBA and Executive Diploma in ICT Management began his Programme on January. The educational background of these new students is balanced between engineering and management education;
- Although the flexibility permits the possibility to choose the length and the duration, the majority of the participants plan part-time study (5 course weeks a year during 3 years). The flexibility is more used for reaction of short term professional needs;
- Persons admitted for the Executive Diploma set as goal the admission to the EMBA programmes;
- The participation of female is very low.

The human dimension and social environment plays an important role at the iimt. The organisation of course weeks, class outing, year end apéro facilitate team spirit and networking amongst participants, iimt staff, lecturers and alumni's.

The iimt Executive lecturers carry out teaching and activities to support the iimt's executive programmes in ICT management. In the year 2005, 70 lecturers from different countries took actively part in the iimt Executive Programmes. The appropriate mix of theoretical knowledge and practical skills is secured through the participation of scientific lecturers (60% of all lecturers from academic Swiss and international universities) and expert from the industry (40% of all lecturers work in national or European enterprises, consultancy or international organisations). Another fact to be mentioned is the growing participation of iimt alumni's as lecturers in the executive programmes. These lecturers know the iimt requirements needed in terms of quantity and quality of the teaching and they bring in proofs of practical relevance of the iimt curricula.

On December 2, 2005 the iimt awarded 28 Executive EMBA degrees and 6 diplomas for the sixth 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 supervisor. These graduates are now members of the iimt alumni network.



During this award ceremony, the Best Paper Committee composed of Prof. Dr. S. Teufel, Prof. Dr. R. Wolff, and Vice-President Mr. J. Macherel announced the winners of the Best Paper Award. 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 Committee selected three Best Papers. The winners of Best Papers 2004 are:

- **Eggimann, U. (2005):** „ Das Kader im Licht der sozialen Effizienz - Eine Analyse der ethischen und sozialen Anforderungen an die Führungskräfte von heute und morgen.“
- **Leu G. (2005):** “ Assessment of strategic options to maximize the corporate value in the information and telecommunication industry.”
- **Thürler C. (2005):** “ Powerline communication, visions et réalités d'une alternative au "dernier kilomètre" dans un marché concurrentiel.”

The papers of these 3 persons will be published in the “ iimt University Press” under the label of Best Papers.

Executive Programmes in Utility Management

In the objective of diversification of his educational programmes, iimt undertook during the two last years studies (comparison with the ICT sector, scenarios) and analysis to define which kind of product could be offered in the portfolio of iimt.

The domain of Utility was rapidly selected because of the similarities with the ICT sector and because of the pressure of the interested persons. Analysis of the market, consultation of concerned circles, comparisons between ICT and Utility sectors brought to the decision that iimt has to offer specialised education in the Utility Management sector.

The intensive discussions with Subject areas co-ordinators as well as specialists of Utility in academic and business worlds confirm the necessity to develop such educational programmes. iimt gained a new partner “Groupe e” which plays the role of initiator and principal supporter for the project “Executive Programme in Utility management” and iimt decided to be part of the main association “Electrosuisse” .

The “Executive Programmes in Utility management” were designed with the same Subjects areas as for ICT Management, with addition of specific Subject areas as “Utility Technology” and “Law for Utility Management”

Since 2006, iimt offers the following educational programmes in Utility management:

- EMBA in Utility management
- Executive Diploma in Utility Management
- Specialised Courses in the subjects areas
- Customised Company Courses.



Development of new “Power Packages” addressed to individuals needs

The four “classical” executive programmes – EMBA, Executive Diploma, Specialised Courses and Customised Company Courses in ICT or Utility management – are now completed by the new offer “Power Packages”, designed for individual’s purposes.

The five “Power Packages” are set of levels 1 of the standard EMBA Programme and as such, are recognised in case of admission later in the EMBA or Executive Diploma programmes.

Power Pack Leadership includes the levels 1 of Strategic Management, Marketing Management and Organisational Behaviour & HR Management

Power Pack Finance consists of 2 modules Management Accounting & Control and Managerial Finance

Power Pack TIP consists of the 3 technical modules: ICT or Utility technology, Information management and decision Support and Process- & Excellence Management

Power Pack Economics deals more with Economics and legal Affairs and covers Law and National & International Economics

Power Pack + includes Business Ethics and Information Security.

Executive Programmes 2005 in Statistics

Executive Programmes in ICT Management

A total of 35 participants (34 men and 1 woman) attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2005. Furthermore 16 persons participated in 33 Executive Specialised Modules or Specialised Courses.

The participants of the three levels have followed their programmes in line with the course schedule.

Award of EMBA and Executive Diploma degrees

34 participants received their Diploma in 2005. 28 participants (no woman) graduated in the Executive MBA degree and 6 participants (no woman) in Executive Diploma degree.

Statistical results from the entry survey 2005

As with every intake, an entry survey was also done in 2005. This entry survey gives information about personal and professional data of the new intake.

The average age of the new participants was 38 years. The average number of years of experience was at a rate of 7 years. 60% had a higher education in engineering and 10% each in Media, Communication or Information. 20% named a higher education in Administration or Commerce.

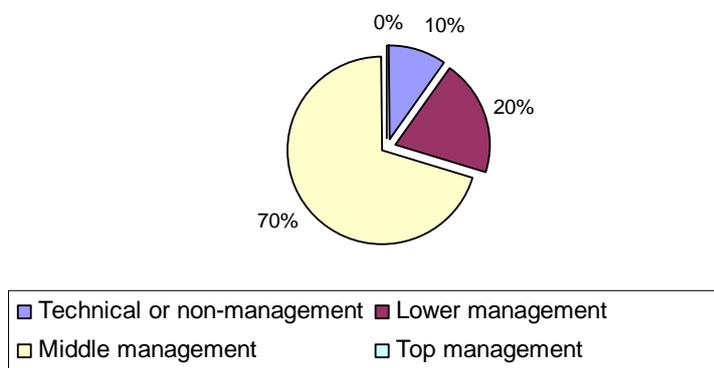


Fig. 1: Position in the company at the beginning of the studies at iimt

At the beginning of their studies the position of the participants in their company no one was in the top management, 70% in the middle management, 10% in technical or non-management and 20% in lower management. The fields of work the participants were working in is for 43% 'marketing and sales', also for 29% 'research and development', for 14% 'information management and software applications' and 14% named 'other'.

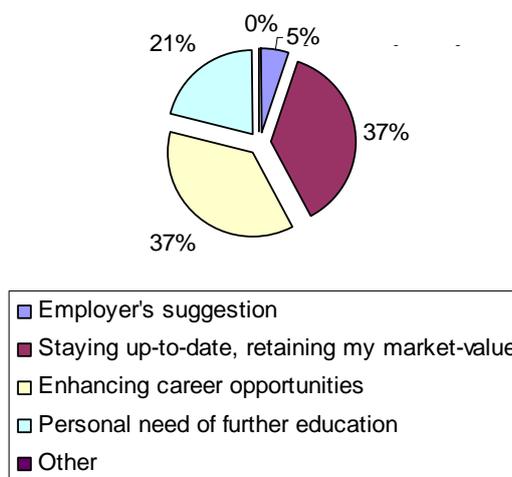


Fig. 2: Reasons and motivation for further studies in ICT Management

Asking the participants why they begun further studies in ICT-Management, the answers were that 37% want to enhance their career opportunities, 21% had a personal need of further education, 5% did further studies because their employer suggested it and 37% wanted to stay up-to-date and retain their market value. The reasons why they choose the iimt were the strong focus on telecommunications and information and communication technology, the content of the study courses, the modular course structure and the networking possibilities.

Statistical results from the final survey 2005

A final survey conducted after the graduation of the students was done for the intake 2002. 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 77% of the graduates changed their professional position.

Change in professional position

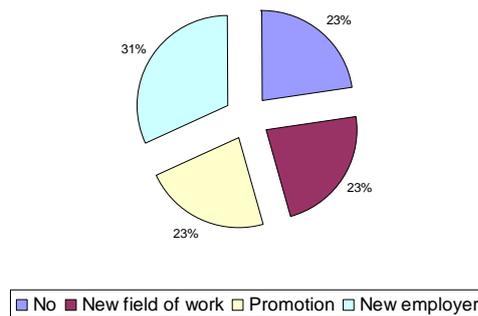


Fig. 3: Change in professional position since the beginning of the studies

Out of this subset 23% have their job in a new field of work, 31% changed their employers and 23% got a promotion. 60% answered that the iimt contributed to this change.

Fulfilled expectations

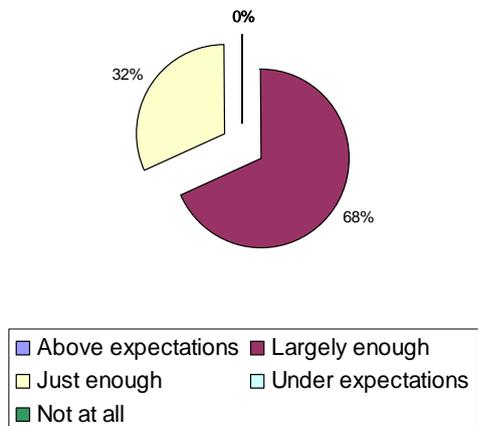


Fig. 4: Fulfilling of expectations concerning the iimt studies.



Considering the extent of the fulfilled expectations regarding the iimt studies, 68% replied that the expectations are largely fulfilled, 32% said that the expectations are fulfilled. No one answered that the expectations were not fulfilled. 68% would recommend the iimt, and even 14% would recommend the institute without any doubt.

Executive MBA and Executive Diploma Projects

Albrecht, M. (2005): Unscharfe Klassifikation von Kunden im Telekommunikationsmarkt - Einsatzmöglichkeiten im CRM eines Unternehmens.

Altorfer, R. (2005): Geschäftsstrategie für konvergente Dienste zwischen Festnetz und Mobiltelefonie im Privatkundensegment.

Al-Wakeel, S. (2005): Strategische Marktanalyse der Breitbandsprachtelefonie (VoIP) im Privatkundensegment.

Benninger, E. (2005): Von Qualität zu Business Excellence - ein systematischer Leitfaden für die Telecom Branche.

Burri, R. (2005): Modell zur Steigerung von Availability und Continuity Management in einem komplexen IT-Umfeld durch den Einsatz von Data Warehouse und Data Mining Techniken.

Correale, L. (2005): Cooperation Management in the ICT Industry.

Croci, R. (2005): Behind the Trends in the Contact Center Business and Collaborative CRM.

Dütsch, M. (2005): Grundversorgung Telefonie heute und morgen.

Endtner, Ph. (2005): Operationalisierung von Activity Based Costing im Produktionsumfeld eines grossen IT Service Providers.

Gmür, H. (2005): Optimierung der Vertriebsorganisation mit Unterstützung von ausgewählten Führungsinstrumenten.

Grübel, M. (2005): FRANCHISING - A Business Model for Orange?

Hallen, D. (2005): Development of a Marketing Plan for a Handset Security Offer.

Hochstrasser, T. (2005): Development & Evaluation of Strategic Options for Genesis Communication.

Jaquet, L. (2005): Anonyme SA, Service Informatique: une organisation réorientée services.

Kobi, J. (2005) : Neue Medien - digitale Kunst [net.art] Technologie oder Wertschöpfung?

Künzi, M. (2005): Prozessorientiertes Innovationsmanagement.

Kunz-Ruesch, P. (2005): Strategic analysis of mainframe software market and conclusions for IBM - under special consideration of Linux operating system.



Lehmacher, M. (2005): Analysis of a Fibre to the Home project: The case of SIG Geneva.

Lehmann, A. (2005): Process Improvement with Data Mining Optimise Key Performance Indicators in particular, Search for Knowledge to reduce Non Conformance Cost.

Liedtke, A. (2005): Konvergenz der Telekommunikations-Netze - Geschäftsmodelle, technische Lösungen, und strategische Optionen.

Marggi, R. (2005): Application Operation: Definition, Prozesse, Organisation und Erfolgsfaktoren.

Marmorosh, S. (2005): Developing A Strategy for the Future of Calltrade.

Marty, F. (2005): Strategische Analyse und Erarbeitung einer Geschäftsfeldstrategie für BIC Standard Solutions der Siemens Schweiz.

Meierhofer, J. (2005): Strategische Analyse und Businessplan für Prozessoptimierungsdienstleistungen mit Hilfe von quantitativen Werkzeugen.

Neulist, E. (2005): Fixed Mobile Convergence (FMC) in Telecommunications - A must to survive or yet another hype?

Rinsoz, S. (2005): Human Resources Management for IT Managers in Public Sector Organizations.

Robyr, C. (2005): Die Herausforderung: Continuous Business Excellence. Eine Modellprojektion in Zeiten der Globalisierung und des permanenten Wandels.

Schegg, M. (2005): Talent Management in der Telekommunikationsindustrie mit Focus auf Kompetenz - Evaluation von High Potentials.

Sommer, A. (2005): Von Qualität zu Business Excellence - ein systematischer Leitfaden für die Telecom Branche.

Von Dölling, E. (2005): Implementing Information Security Management in Multi-National Corporations.

Von Känel, B. (2005): Personalmanagement im Wandel.

Wokurka, G. (2005): Konvergenz der Telekommunikations-Netze - Geschäftsmodelle, technische Lösungen, und strategische Optionen.

Zehnder, J. (2005): Using elasticity and attrition modelling to optimise the performance management of marketing campaigns.



Marketing Activities

In 2005 the iimt undertook a large number of activities to strengthen its image as a European Competence Center 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 web site as a Marketing platform and a high media presence.

Partners & Associations

In 2005 a new partnership concept has been elaborated and implemented. So there are four categories of partners:

- Premium Partners
- Sponsors
- Media Partner
- Cooperation Partner

The collaboration with the premium partners Orange Communications SA, Siemens Schweiz AG, Swisscom AG and T-Systems Schweiz AG was further strengthened and a broad series of events took place including, visits, workshops and seminars. It remains iimt's goal to continually improve the collaboration with the partners and to create fruitful new partner- and sponsorships wherever possible. With the Groupe EEF.ENSA (new in 2006: "Groupe e"), the iimt could win a new premium partner for the new created Executive Programmes in Utility Management. So the iimt can count on five premium partners now.

Besides the partners mentioned above, the iimt could conclude a partnership agreement with the leading Swiss ICT magazine, the "Netzwoche" and its co-products "Netzwoche online", "Netzagenda", "Netzreport" and "Netzguide". The main goal is to appear in these media channels and so broaden the name recognition of the iimt in the Swiss ICT sector.

Also in this year the iimt could again count – besides the partners – on several supporting partners, named "sponsors". These companies are SOLPA AG Zürich (the former "Multilink AG), PayNet (Switzerland) AG, Wallisellen (a daughter of Telekurs AG) and Cybernet (Switzerland) AG. This last company was twice on top of the iimt telecom rating (2003 and 2004). New were the following sponsors: Credit Suisse, Hayoz Engineering Group (a former student of the iimt!), Valiant Privatbank and, at the end of the year: Hirslanden Group and Deutsche Telekom AG.

Also at the end of the year, cooperation papers with additional companies could be signed with Electrosuisse and Swiss Committee for UNICEF. Furthermore the iimt figured as an academic partner of the "Mobile Applications Forum" (new: "Mobile Business Forum", see chapter "events").



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

asut	Swiss Association of Telecommunication Users
ICTnet	Information and Communications Technologies Network
efmd	European Foundation for Management Development
SICTA	Swiss Information & Communication Association
Münchner Kreis	International association for communication research
IT-Valley	Realization of the positioning of IT-firms in Fribourg

One of the targets in 2005 was the cooperation with these partners, and this has been continually strengthened. Close collaboration has allowed to enlarge the internal and external network and made possible effective and fluent exchanges of knowledge and other important information.

Furthermore, for the first time, the iimt organised on the 29th April 2005 a lunch for sponsors. All these companies have been invited in the Zürich area for a lunch and an overview on the doctoral thesis "Change of Ailine Technologies". Most of the representatives enjoyed this networking event which will be certainly repeated in the year 2006.

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:

- Etis Security Conference, 20th January, Oslo
- Cisco Expo, 24th January, Interlaken
- Carriers Lunch, 18th February, Geneva
- 4th Unternehmerforum Baden-Württemberg, 10th March, Zürich
- Sicta Lunch Forum, 18th March, Bern
- TeleNetFair, 1st April, Luzern
- Sicta Member Apéro, 20th April, Bern & Sicta Colloquium, 28th April, Olten
- Asut General assembly, 29th April, Brunnen
- Intercai Event – Offshoring, 1st June, Zürich
- Electrosuisse General assembly, 8th June, Luzern
- Asut Seminar, 9th June, Bern
- SBB Tech05, 9th June, Bern
- ICTnet Delegates conference, 10th June, Luzern
- Callnet-Forum, 16th June, Zürich
- Sicta Lunch Forum, 24th June, Bern
- Sicta Member Apéro, 17th August & 14th December, Biel & Zürich
- IX Europe Party, 18th August, Wohlen AG
- Mobile Business Forum, 5th – 7th September, Bern
- 12th Sicta Lunch Forum, 16th September, Bern
- T-Systems International Forum "University meets Economy", 10th October
- Bieler Communications Days, 27th October, Biel
- Several IT-Valley Meetings during the year



Events

ICT-Networking Party

One of the most important events in the year is the ICT-Networking Party in Bern organised by ICT-Switzerland. In 2005 the Networking Party was held the 19th January 2005. Also in 2005 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.

iimt Information Evenings

To acquire students for the Executive Programmes or to get in contact with potential companies, the iimt organized 8 Information Evenings in Bern, Fribourg, Lausanne and Zürich Through advertisements and mailing activities and flyers, attention was attracted to these Information events.

iimt Social Event

Besides all the activities, courses and examination, also in 2005 the iimt brought the iimt-world of students, lecturers, alumnis staff, council members and their families together during the iimt social event the 18th June 2005. 89 member of the iimt world followed the invitation and visited the fascinating castle of Gruyères. In an unconstrained atmosphere, the participants enjoyed beautiful scenery, a little bit of history and some regional refreshments.

Mobile Business Forum

On the 5th to 7th September 2005 the iimt participated as a presenting sponsor on the 4th Mobile Business Forum.

The institute was responsible for the organisation of the "Academic Day" on the 5th under the title "When economy meets science". Topic of the event was «Mobile Outlook 2008 – 2010: Wie beeinflusst die mobile Kommunikationstechnologie von morgen unser Verhalten in Wirtschaft, Gesellschaft und Politik?».

25 specialists from the academic world, the business world and politics/administration developed three theses to what the future in mobile business will bring. The results were presented on the same evening to representatives of the ICT sector and the next day to the audience of the first public day of the Mobile Business Forum. The iimt held also an information event during the forum and was present with a stand.

iimt Award Ceremony

The 2nd of December 2005 the iimt had the great pleasure of presenting 34 participants as graduates at a ceremony in the new University building. At the same time the Best Paper was awarded with the 'Best Paper Award 2004'. Keynote speaker was Mr. Stefan Büschi, Vice-President Human Resources of Orange Communications SA with the presentation "it's a peoples's business". Guests throughout the iimt world such as alumni's, lecturers, subject area coordinators, staff, employers, relatives and friends of the newly-graduates attended the Award Ceremony which took place in a convivial ambiance in Fribourg.



iimt 10th anniversary

The 4th November 2005 was another important milestone for the institute. On this day, the iimt celebrated its 10th anniversary with a special Birthday-Party which was organised in two parts. In the afternoon, an open day for all interested people and members as students, lecturers, alumni, partners, sponsors and councils of the iimt took place. The programme during the afternoon offered a variety of attractions as: presentations of the Executive Programmes and the Chair of ICT Management, the iimt University Press and the iimt Alumni network, guided tours through the new offices and a partners and sponsors exhibition. All partner and sponsors of the iimt had the opportunity to present their company and products. Additionally a panel discussion „Was ist meine Identität noch wert?“, a lecture with the theme Innovation management as well as a speech about the cooperation between UNICEF and the iimt took place. About 200 persons followed the invitation and visited the iimt in the new premises. The evening programme was reserved for invited persons. A special Gala-Dinner which was opened by Ms Isabelle Chassot, councillor of the canton of Fribourg, took place at the new University restaurant. Furthermore, the evening programme was enriched by several speeches as from Mr. Walter Frei, President of the institute council, Mr. Felix Rosenberg, member of the Swisscom board and Mr. Philippe Viridis, Director groupe e, a musical entertainment and an exclusive auction for the benefit of UNICEF.

Media Presence

The number of sent out press releases has been increased in 2005. Total ten releases in German as well as in French with the following topics have been sent to the Swiss media:

- Accreditation 2004
- Hayoz Engineering new sponsor (pictures on www.iimt.ch)
- Cooperation with the MAF (pictures on www.iimt.ch)
- Valiant Privat Bank new sponsor
- New Name
- Groupe EEF.ENSA new premium partner
- 10th anniversary
- Electrosuisse new cooperation partner
- iimt Awards 2005
- Election of Prof. Dr. Teufel into the VHB board

As a result of these dispatches, over 70 articles (known by the iimt) have been published in the Swiss media (either paper or electronic).

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

Alpha Kadermarkt (3x), HandelsZeitung (12x), NZZ (3x), Der Bund (2x), Comtec (2x), Netzwoche (3x), readme (4x), Swiss Engineering (3x), SwissNews (2x).



Web Site

The iimt web team has reached the following objectives in 2005:

The iimt Website 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 alumnis 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 and 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
- Modifications on the design of the webpage in succession of the new name of the institute
- Information about internal and external events
- Further development of the iimt news-flash
- Development of the "Presscorner" wich will be available in January 2006
- 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 2004/2005 & 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 2005

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, SS 2005 & WS 2005/2006

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 2005 106 oral examinations took place.



Bachelor and Master Thesis

In 2005, the following Bachelor and Master thesis were supervised from the Chair of ICT-Management:

Frank K. (2005):, Protection of primary terrestrial radiocommunication services from interference by the broadcasting service, Master Thesis

Firmin Z. (2005): Potenzialanalyse zu Voice-over-IP bei der Geschäftstelefonie der SBB, Master Thesis

Hoffmann N. (2005): Radio Frequency Identification in the Retail Business: A pre-test model for measuring consumer acceptance, Master Thesis

Niggli R. (2005): Culture Assessment und Benchmarking sowie ihre Anwendungsmöglichkeiten im Bereich der Informationssicherheitskultur, Master Thesis

Stoll E. (2005): E-Fahrgeldmanagement im öffentlichen Verkehr, Master Thesis

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 2005. 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 under the direction of Prof. Dr. Stephanie Teufel. The projects can be described as follows.

- ICT Management 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? (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 or the University Research Database FUTURA: www.unifr.ch/futura .



Publications

Steinert M., Teufel S. (2005): The European Mobile Data Service Dilemma - An empirical analysis on the barriers of implementing mobile data services; in: Krogstie J., Kautz K., Allen D. (eds.) (2005): Mobile Information Systems II, Springer, p. 63-78, IFIP International Working Conference on Mobile Information Systems, (MOBIS), Leeds, December 6-7, United Kingdom.

Merten P. (2005): WLAN-Ersatz, UMTS-Alternative oder drahtlose letzte Meile - was bringt WiMAX? In: Netzwoche, Vol. 43: Netzmedien AG, Basel (CH), Seiten 22-25.

Merten P. (2005): RFID Dossier: Chips überall - wann wird aus der Vision Realität? In: Netzwoche, Vol. 35: Netzmedien AG, Basel (CH), Seiten 23-26.

Steinert M. (2005): Mobile Data Services - Why did Europe loose its leadership to Asia on the way from GSM to UMTS?, in: Almanach des X. Kongress Junge Wissenschaft und Wirtschaft: Globale Wirtschaft nationale Verantwortung: Wege aus dem Druckkessel , Berlin-Brandenburgische Akademie der Wissenschaft und Hanns Martin Schleyer-Stiftung, Berlin/Köln.

Schlienger T.; Teufel S. (2005): Tool supported Management of Information Security Culture: An application to a Private Bank. In: R. Sasaki, E. Okamoto and H.Yoshiura, Eds. The 20th IFIP International Information Security Conference (SEC 2005) -Security and Privacy in the Age of Ubiquitous Computing, Makuhari Messe, Chiba, JAPAN, Kluwer Academic Press.

Erat A. (2005): Kompatibel mit der Strategie und effizient in der Umsetzung. Netzguide Outsourcing, Sonderheft Netzwoche, S. 26-30.



iimt University Press

In 2005 the iimt University Press published 13 new books:

- 3 theses have been chosen as Best Papers
- 10 in the series Executive MBA & Diploma Papers.

Please find the details listed below. The iimt webshop has been further improved and online orders can be placed under www.iimt/catalog. 99% orders are processed through the web shop, making a fast and easy order procedure possible.

In 2005 the following titles were published:

Teufel, S. (ed.): Series Best Paper Award, iimt University Press, Fribourg, 2005

Eggimann U. (2005): „Das Kader im Licht der sozialen Effizienz - Eine Analyse der ethischen und sozialen Anforderungen an die Führungskräfte von heute und morgen.“

Leu G. (2005): "Assessment of strategic options to maximize the corporate value in the information and telecommunication industry."

Thürler C. (2005): "Powerline communication, visions et réalités d'une alternative au "dernier kilomètre" dans un marché concurrentiel."

Teufel, S. (ed): Series Executive MBA and Executive Diploma Papers, iimt University Press, Fribourg, 2005

Biedermann B. (2005): "IT-Sicherheits-Cockpit: Management der IT-Sicherheit in einem komplexen IT-Umfeld."

Duperrex P-A. (2005): "A Marketing Analysis for a PSI Development: The Microstrip X-ray Detector."

Eliaszewskij D. (2005): "Strategic Analysis of the Interoperability Test Method 'Operator Test Factory Concept'"

Hedlund M. (2005): "A Holistic Process Model for Efficient and Effective Product Development in Telecommunications."

Klenk T. (2005): "Mobile Video Telephony – the 3G killer application? Technical and Marketing Aspects of Mobile Video Telephony, more than a pure 3G Bearer Service."

Kobi J. (2005): "Erfolgreiche Integration von Webapplikationen in ein ERP-System. Erfolgsfaktoren der Umsetzung mit Fallbeispielen aus der Praxis."



Krause J. (2005): „Konzeption eines Management Informations Systems (MIS) basierend auf der Balanced Scorecard (BSC).“

Kreutschy P-A. (2005): “Bridging the gap between strategy and business excellence through business process reengineering.”

Meier G. (2005): “Introduction of Service Monitoring at Orange CH-2.”

Nguyen M-P. (2005): “Total Cost of Ownership (TCO) in the Telecom Industry.”

Paulsen P. (2005): “Mass Customization in Telecom Business: From Strategy to Implementation.”



Membership of Organisations

Prof. Dr. Stephanie Teufel was in 2005 active in the below-mentioned organisations:

Excelsis Business Technology AG
Member of the Administrative Council (since 2004)
Deputy chairman in 2005

IFIP TC11
Representative for Switzerland (since 2002)

ICTnet
Founder Member (since 2001)

IT Valley Fribourg
Founder Member (since 2000)

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

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



Lectures at Academic Conferences

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

Imbach J., Carriers Lunch IX Europe, Geneva, 18.02.2005

Teufel S., TeleNetFair 2005, Luzern, 01.04.2005.

Steinert M.: Mobile Data Services - Why did Europe loose its leadership to Asia on the way from GSM to UMTS?, X. Kongress Junge Wissenschaft und Wirtschaft: Globale Wirtschaft nationale Verantwortung: Wege aus dem Druckkessel, Berlin-Brandenburgische Akademie der Wissenschaft und Hanns Martin Schleyer-Stiftung, Berlin/Köln, 18.-20.05.2005.

Teufel S., SBB-TECH05, Bern, 09.06.2005.

Teufel S., Callnet-Forum, Zürich, 16.06.2005

Teufel S., etis – Information Security Working Group Meeting, Oslo, 17.06.2005

Teufel S., Mobile Business Forum, Bern, 05.09.2005

Teufel S., Swiss Infosec 2005, Zürich, 27.10.2005.

Teufel S., BPW Club Zürich, Zürich, 28.09.2005.

Steinert M., Teufel S. (2005): The European Mobile Data Service Dilemma - An empirical analysis on the barriers of implementing mobile data services; in: IFIP International Working Conference on Mobile Information Systems, (MOBIS), Leeds, December 6-7, United Kingdom, 2005.

Schlienger, T.: Tool supported Management of Information Security Culture: An application to a Private Bank. In: R. Sasaki, E. Okamoto and H. Yoshiura, Eds. The 20th IFIP International Information Security Conference (SEC 2005) - Security and Privacy in the Age of Ubiquitous Computing, Makuhari Messe, Chiba, JAPAN, Kluwer Academic Press, 2005.



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.

Programme Committee

DEXA 2005 - 16th International Conference on Database and Expert Systems Applications. Copenhagen, 2005. Reviewer and Member of the Programme Committee.

5th IFIP I3E conference - e-commerce, e-business and e-government. Poznan, 2005. Member of the Steering Committee.

CCN 2005 – IASTED Int. Conference on Communications and Computer Networks. Marina del Rey, 2005. Reviewer and Member of the Programme Committee.

International Conference on Computational Intelligence and Security. Xi'an, 2005. Reviewer and Member of the Programme Committee.

20th IFIP-SEC - International Conference Information Security Conference. Chiba, 2005. Reviewer and Member of the Programme Committee.

IRMA 2005 International Conference. San Diego, 2005. Reviewer and Member of the Programme Committee.

Mobile Application Forum. Bern, 2005. Member of the Steering Board.

Trustbus'05 – International Workshop on trust and privacy in digital business. Copenhagen, 2005. Reviewer and Member of the Programme Committee.

WEBS 2005 – International Workshop on Web Semantics. Copenhagen, 2005. Reviewer and Member of the Programme Committee.

7. Internationale Tagung Wirtschaftsinformatik 2005 - IT-Sicherheit und Security Management. Bamberg, 2005. Reviewer and Member of the Track-Committee.



Accountants Report



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