

Annual Report

2007



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Editorial

Ladies and Gentlemen

The year 2007 was, for the iimt, again a year of changes with challenges and numerous highlights which we would like to point out later in this report. The most striking milestones in 2007 were undoubtedly the Executive Programmes in Utility Management, the cooperations with our partners and sponsors, and the positioning of the iimt at several important events.

The executive education market is growing and for most of the interested people, unpredictable. Persons who are interested in further studies have to choose between plenty of different programmes, which is not easy for them. Most of the people are looking for a flexible course structure in order to handle the study programmes besides their daily business and private commitments. The iimt offers one of the most flexible programmes, and is a unique leader in the ICT and Utility niche. As in 2006, the iimt staff also presented last year the institute and the variety of Executive Programmes to potential students and Utility companies. Most of the Utility companies offer the latest technical educational programmes for employees. Nevertheless, a huge need of managerial further education exists in this sector. The readiness to start a study programme is still a bit contained. Highlight in 2007 was however the launching of the Executive Programmes in Utility Management. The first intake started its study programme with great success. All courses were conducted successfully, and the actual Executive MBA and Executive Diploma students were highly satisfied with the quality of the courses. Unlike the ICT sector, the Utility branch is facing the upcoming partial liberalisation of the market within the next months. Only with the necessary tools, all stakeholders as employers, employees as well as customers will bear this challenge. All the courses and examinations in ICT Management were carried out successfully and highly recommended by all students as well.

As mentioned in the last year's report, the iimt founded its Advisory Board in 2006, with a pool of personalities such as: politicians, economic experts, and researchers. Due to the support of the member of the iimt Advisory Board, the iimt had, in 2007, the possibility to get in touch with new companies in the field of ICT and Utility to expand its network and to strengthen the position of the iimt as a competence centre. The iimt participates in national as well as in international events. More details can be found on the following pages.

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.



We would especially like to emphasize the contribution made by the iimt staff in 2007, their commitment, as a factor of success for the Institute, was the base to reach all these achievements. Everyone worked hard as an individual but by the end teamwork and passion made the difference. "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 2008 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.

Thank you all!



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 and Director Feature Phone, Infineon Technologies AG

Dr. Günter Pfeiffer
Chief Personnel Officer, Swisscom (Schweiz) AG

Dr. h.c. Felix Rosenberg
Executive Board Swisscom (Schweiz) 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

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

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

Mr. Ron De Jong (Students Representative)
Managing Consulting Hewlett Packard (Suisse) Sarl

Mr. Stefan Kuentz (until July 2007)
Head of Consulting & Integration, Swisscom Solutions AG

Mr. Roger Notter (since August 2007)
Head of Consulting, Swisscom (Schweiz) AG

Mr. Stefan Nüesch (until May 2007)
Head of Product and Channel Business, Siemens Schweiz AG

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

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

Mr. Patrick Sudan
Project Manager, Groupe E

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



iimt Scientific Council

For the iimt's Subject Areas in 2007 the Coordinators were:

Information & Communication Technologies

Prof. Antoine Delley

Professor, College of Engineering and Architecture of Fribourg

Prof. Dr. Ulrich Ultes-Nitsche

Associate Professor, University 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

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
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
Assistant 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	Prof. Dr. Stephanie Teufel
Vice-Director & Head of Executive Programmes	Dr. Jocelyne Imbach-Rakotomalala Dr. Horst Schaaser (since November 2007)
Marketing and PR	Marco Borter (Assistant from March-December 2007) Nathalie Brülisauer Kirstin Stadelmann
Accounting	Judith Berger (until March 2007) Antje Buchs (since April 2007)
Administration	Daniela Oprandi Marianne Segessenmann
Research Assistants	Patrick S. Merten Dr. Martin Steinert Jan Schlüter (since December 2007)
External Ph.D. Students	Andreas Erat (until October 2007) Désiré Karyabwite Birgit Novy
Assistants	Daniel Wenger (until March 2007) Lorenz Würgler (until March 2007) Marcel Zemp (from February - November 2007) Patrizia Stucki (since September 2007) Jan Schlüter (from March – November 2007)



iimt Commissions

Best Paper Award

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

Vice President of the iimt Institute Council
Director of the iimt
University Representative
Swisscom (Schweiz) AG

Admission Commission

Prof. Dr. Stephanie Teufel
Prof. Dr. Philippe Gugler
Dr. Jocelyne Imbach
Christian Robyr
Patrick Sudan

Director of the iimt
University Representative
Vice-Director of the iimt
T-Systems Schweiz AG
Groupe E

Financial Committee

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

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

Students Representative in the year 2007

Ron de Jong

Hewlett Packard (Suisse) Sarl

Class Representative in the year 2007

Patrick Huber (intake 2007)
Said Oualibouch (intake 2006)
Ralph Hess (intake 2005)
Ron De Jong (intake 2004)

Random SA
Sunrise
T-Systems Enterprise Services
Hewlett Packard (Suisse) Sarl



Activities

Executive Programmes

Two important happenings marked out the year 2007:

- Launching of the new Executive Programme in Utility Management
- Exceptional fusion of the modules 1 and 2 of the branch "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) in ICT Management were carried out successfully (see timetable 2007).

Also the courses of the **Executive Programmes in Utility Management** took place with success. For eight branches of the Executive Programmes, the students were partially separated for content reasons and for case studies. For the two branches "Utility Technology", resp. "Information & Communication Technologies" and for "Law in Utility Management", resp. "Law in ICT Management", the classes had to take place separately. For the other 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. 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.



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,...)
 - establishment of internal organisations for further education at companies
 - the Utility companies are not yet familiar with non-technical educational programmes;
- Nevertheless, a new EMBA and Executive Diploma class in ICT and Utility Management began their programme in January with no female participation;
- 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 on short term professional needs;
- As in the past, every person admitted for the Executive Diploma sets as an objective to achieve the EMBA.

In the year 2007, 85 executive lecturers from different countries took actively part in the iimt Executive Programmes. They carried out teaching and activities (examinations, supervision of executive projects) to support the iimt's Executive Programmes. The appropriate mix of theoretical knowledge and practical skills is secured through the participation of scientific lecturers (60% of all lecturers from Swiss and international universities) and experts from the industry (40% of all lecturers work in national or European enterprises, consultancy or international organisations). Some iimt alumni acted as lecturers in the Executive Programmes.

The location of the iimt premises and the courses in the same building, the organisation of the course weeks and all the events during the academic year (class outing, year end apéros), 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 30 November 2007, the iimt awarded 9 Executive MBA degrees and 2 Diplomas for the eighth 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

Based on the attractiveness of the potential target audience, the relevance and the actuality of the topic, the quality and interest of the academic work, the innovation aspect and the overall interest of the publication, the Best Paper Committee selected the Best Paper. The winner of the price "Best Paper Award 2006" is:

- **Kissling, René (2007):** "Komplexitätskosten in der ICT"

The paper is published in the "iimt University Press" under the series of Best Papers.

List of Executive MBA and Executive Diploma Projects

- **Aquin, Philippe (2007):** Managing reorganizations in the Postal Sector using Key Performance Indicators
- **Blanc, Jean-Pascal (2007):** Plan marketing pour sunrise WIN Business Communication
- **Bless, Reto (2007):** Management von Operationen in Grossunternehmen - Ein Virtualisierungsansatz
- **De Jong, Ron (2007):** To what extent does IT Risk Management contribute to Quality Management?
- **Engel, Ronny (2007):** Datenschutzerfordernungen bei Offshore Data Residency im Bankenumfeld
- **Graber, Reto (2007):** Cross-cultural influence on the IT buying behavior of global operating Swiss banks
- **Helfenstein, Markus (2007):** A comparative Analysis of NXP/MST BB's R&D Approach in China
- **Meschede, Annette (2007):** Negotiation and Design of ICT Outsourcing Contracts - Concept and Implementation Plan for the Introduction of a "Strategic Contract Consulting" Function and Process for ICT Outsourcing Providers
- **Troxler, Martin (2007):** Broadband in Switzerland after local loop unbundling - new era or status quo?
- **Von Graffenried, Nicolas (2007):** Die Letzte Meile im Umbruch - Strategische Betrachtungen nach der Entbündelung in der Schweiz
- **Zimmermann, Ruedi (2007):** Die Übereinstimmung des IT Portfolios von Swisscom IT Services mit den Anforderungen in dessen Outsourcing Business

Executive Programmes 2007 - Statistics

Participants in the Executive Programmes in ICT and Utility Management

A total of 49 participants attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2007. Furthermore seven 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 2006

As with every intake, an entry survey was also done in 2007. This entry survey gives information about personal and professional data of the new intake.

The average age of the new participants was 35 years. The average number of work experience was 7 years. 54% had a higher education in engineering, 13% in natural sciences, 13% in administration & commerce and 20% named a higher education in other sectors.

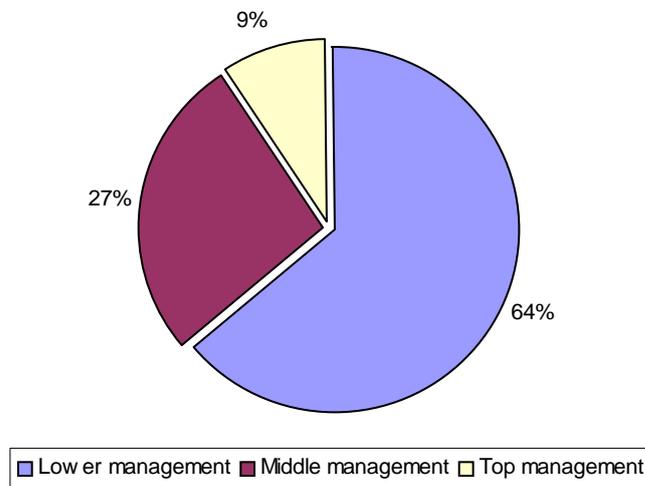


Fig. 1: Position in the company at the beginning of the studies at iimt

At the beginning of their studies, 9% of the participants occupied a position in the top management, 27% in the middle management and 64% in the lower management.

24% of the participants were working in the field "Network Management & Support", 19% named "Research & Development", and 14% each in the fields "Information Management and Software Applications" and "Other" and 5% each in the fields "Quality Management", "Marketing and Sales" and "Education & Human Resources".

On the question why they begun further studies in ICT or Utility Management, 32% mentioned personal need of further education, 31% answered that they wanted to enhance their career opportunities, 23% answered that they wanted to stay up-to-date and retain their market value and 14% said that their employer suggested it. The reasons why they choose the iimt were the modular course structure, the flexibility of the course programme, and the strong focus on ICT or Utility Management.

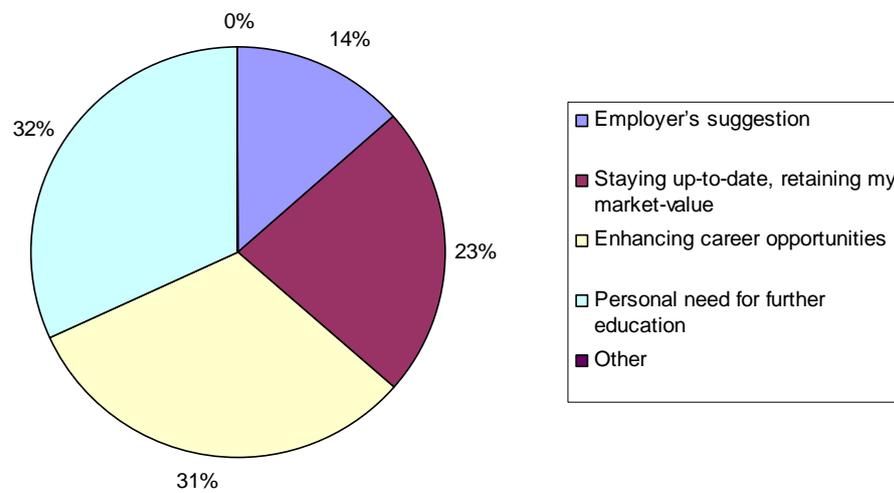


Fig. 2: Reasons and motivation for further studies in ICT or Utility Management

Statistical results from the final survey 2007

A final survey conducted after the graduation of the students was done for the intake 2004. 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, 78% of the graduates changed their professional position.

Change in professional position

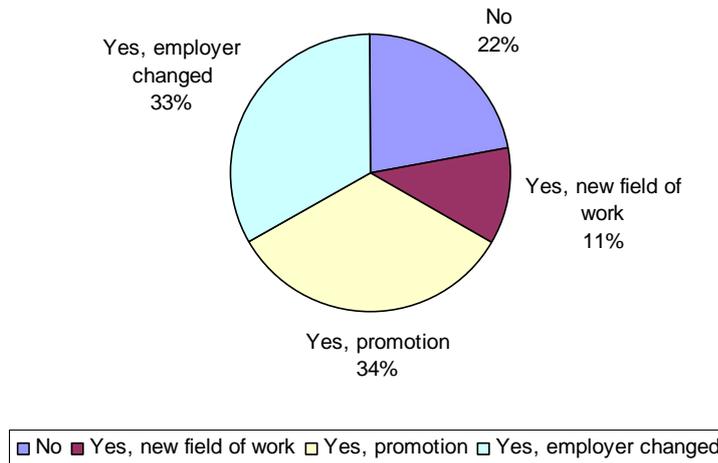


Fig. 3: Change in professional position since the beginning of the studies

Out of this subset, 34% got a promotion, 33% changed employer, 11% have their job in a new field of work, and 43% answered that the iimt contributed to this change.

Statistical overview 2002 – 2007

The iimt conducted a statistical comparison taking into consideration the evaluations from 2002 to 2007 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.

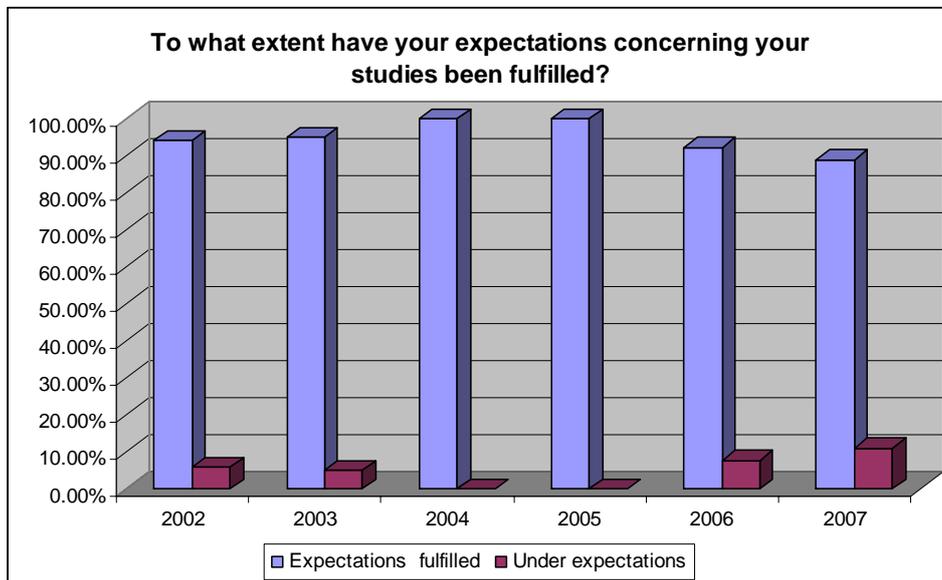


Fig. 4: Fulfilling of expectations concerning the iimt studies.

Considering the extent of the fulfilled expectations regarding the iimt studies, six persons replied that the expectations are fulfilled, two said that the expectations were not fulfilled and one person mentioned that his expectations were between under expectation and adequate.



Marketing Activities

In 2007, the iimt undertook a large number of activities to strengthen its image as a European Competence Centre in ICT and Utility Management.

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

Partners & Associations

In 2007 the partnership concept has been expanded with the category of Research Partners. Consequently there are now five categories of partners:

- Premium Partners
- Sponsors
- Media Partners
- Cooperation Partners
- Research Partners

The Chair offers the following additional possibilities to Premium and Research Partners:

Guest lectures in the iimt's Chair University courses:

Partners are offered the unique possibility of guest lectures in the Chair's University courses, which are currently, ICT Management, Security Management, Strategic Management of Technological Innovations and Strategic Project Management.

Proposing Bachelor and Master Theses:

Partners are offered the possibility to propose topics for Master Theses, which are (if suitable) then supported by the Chair's research team.

Customised research and consultancy, scientific surveys, workshops, and seminars:

On request, customised research projects, as for example scientific surveys, can be conducted by the Chair's research team. Further consultancy is offered with workshops and seminars.

Recruitment of highly educated people:

On request, partners can display their job announcements on the Web and Blackboard of the Chair. In addition, announcements can be made within the courses by the lecturer or even as part of a guest lecture. Furthermore – due to primary oral examinations – the Chair's team can pre-select potential candidates with the courses.



The collaboration with our Premium Partners, **Groupe E** and **Swisscom AG**, was further strengthened and a broad series of activities took place including visits, the participation at workshops and seminars or the iimt Partners & Sponsors Lunch. The partnerships with **Orange Communications SA** and **T-Systems Schweiz AG** ended by the end of the year.

This year the iimt could again count – besides the mentioned partners – on several supporting partners, named “Sponsors”: **eb-Qual SA**, **Excelsis Business Technology**, **Hayoz Engineering Group GmbH**, **Valiant Privatbank AG**.

It remains the iimt’s goal to continually improve the collaboration with the business partners and to create fruitful new partner- and sponsorships wherever possible. So there were several new collaborations established in the year 2007:

In January, the iimt could welcome KPMG – a worldwide leading contractor of audit, tax, and advisory – as a new Research Partner. This is not a cooperation in the traditional way, because **KPMG** will organise courses in the context of the department accounting and control of the University of Fribourg. These courses are for students on the bachelor- and master level. The main objective is to integrate more practical experience in the lectures.

In February **Cytec Informatik GmbH** from Flamatt joined the iimt as new partner for software solutions. In the same month, the iimt got member of the Swiss online formation portal **Bildungspool** for one year.

In August the iimt network enlarged through two new Research Partners:

The first one is **Campana & Schott GmbH** – a leading project management (PM) consultancy company. The company provides PM-specialists for planning and controlling projects and offers processes and tools for project management/project portfolio management. Dr. Christophe Campana, CEO and founder of Campana & Schott GmbH, and Prof. Dr. Stephanie Teufel offered a joined Master Course “Strategic Project Management” for students in management and information management at the University of Fribourg in spring 2008.

The second new Research Partner of the Chair of Management in ICT refers to the context of a European Survey, analysing technological innovations in the Airline Industry: **IBM Global Business Services**. IBM manufactures and sells computer hardware and software, and offers infrastructure services, hosting services and consulting services in areas ranging from mainframe computers to nano technology.

In September the iimt announced that **Ascom (Schweiz) AG** – an international solution provider – is a Sponsor of the iimt thenceforward. Ascom deals with wireless and security solutions and stands for high-level security and error-free data transfer.

The cooperation with the Media Partner **Netzwoche** remained in 2007 and by the end of the year a new version of the agreement, valid from 2008 on – has been arranged.



In October a new membership of the iimt at the **OPI – Office de Promotion des Industries et des Technologies** was established. Located in Geneva, the OPI's mission is to encourage the economic development of the region by creating awareness of companies engaged in industry and in new technologies by:

- Promotion of the know-how of businesses
- Support for the start-up and development of businesses
- Assistance in technology transfer
- Distribution of information about businesses and markets

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

- **asut** – Swiss Association of Telecommunication Users: This cooperation has especially been strengthened by the beginning of 2007.
- **Electrosuisse** – Association for Electrical Engineering, Power and Information Technologies
- **ITU** – International Telecommunication Unit
- **efmd** – European Foundation for Management Development
- **MBA Center Europe**
- **Münchener Kreis** – International association for communication research
- **IT-Valley** – Realisation of the positioning of IT-firms in Fribourg

For the iimt the collaboration with its partners & supporters is of highest value. Because the iimt appreciates these good connections the institute invited them to the third annual iimt Partners & Sponsors Lunch at the restaurant Café de l'Épée in Fribourg. The event offered a good possibility to get in touch with the iimt Partners & Sponsors and to intensify the existing connections. After the introduction through Prof. Dr. Teufel, the participants enjoyed a meal and the good atmosphere. For the first time also the iimt Advisory Board members were invited to join the lunch. During the iimt Partners & Sponsors Lunch Dr. Martin Steinert presented his habilitation project "The STARinitiative" (Swiss Technology Acceptance Research). The representatives enjoyed this networking event which will be repeated in the year 2008.



Events

Participation at external events

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

- ICT-Suisse Networking-Party, 18th January, Berne
- International Delegation VeriSign, 14th February, Fribourg
- Cigré-Conference, 1st March, Zurich
- asut Lunch Forum, 2nd March, Berne
- Journée CUEPE, 23rd March, Geneva
- asut Member Apéro, 28th March, Berne
- bw Security Day, 28th March, Zurich
- Chinese Delegation, 16th April, Fribourg
- Energy Meeting, 18th April, Lausanne
- asut General Assembly, 27th April, Berne
- EPFL Seminar, 15th May, Berne
- Handelszeitung Insight, 23rd May, Zurich
- IX Europe Carriers Lunch, 25th May, Geneva
- BFE Energy-Apéro, 31st May, Sion
- Electrosuisse General Assembly, 6th June, Baden
- asut Seminar, 7th June, Berne
- SVC Forum, 15th June, Horgen
- ITG-Conference, 21st June, Fribourg
- BFE/Electrosuisse Conference, 21st August, Berne
- Cigré-Conference, 6th September, Horw
- Finnova Partner Summit, 11th September, Aarau
- Ascom Ovoice-Conference, 13th September, Montreux
- VSE Symposium, 18th/19th September, Lucerne
- Congrès Ressources Humaines, 21st September, Fribourg
- asut Colloquium, 21st September, Berne
- Inforum, 4th October, Geneva
- GITI (Groupement des ingénieurs en technologies de l'information, 22nd November, Lausanne
- Cigré/Cired-Conference, 27th November, Zurich

iimt Information Evenings

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



ICT-Networking Party

Once more, the legendary ICT-Networking Party, where Top-Players from the ICT sector, politicians, industrialists and researchers meet, took place in Berne. The 18th of January, the iimt again was host of a table and invited people from BKW, Debitel AG, Die Schweizerische Post, Excelsis, Kudelski Group and RUAG Electronics to share an evening in a convenient and relaxing atmosphere. As every year, the main target of the evening was "Networking". Therefore the guests had, after an amusing "Surprise-Party" and a show act with Mike Müller alias Hanspeter Burri, the opportunity to get in contact with other people from the sector.

VSE Symposium

In a two-year-rhythm, the VSE (Verband Schweizerischer Elektrizitätsunternehmen) is organising a two-days Symposium. In 2007 the Symposium took place on the 18th and 19th September in Lucerne with the theme "Electricity supply 2020: can we bridge the gap in time?". Top-Players, politicians and researchers shared their thoughts with approximately 500 participants. The iimt not only participated at the Symposium, the iimt also presented the institute and its Executive Programmes in the exhibition hall.



asut Seminar in Berne

The 7th June, the 33rd asut seminar, the famous “Swiss Telecommunication Summit” took place in the Arena of the Hotel Allegro Kursaal in Berne. More than 800 people from the ICT sector followed the speeches. Subject of the day: “Focus Customer”. As every year, the iimt had the possibility to present the institute and the variety of Executive Programmes in ICT Management in the foyer of the Arena. Since the foyer is the area where people meet and greet, it was an outstanding chance to get in contact with people from the ICT sector. As iimt students and alumni regularly participate at this event, and due to the special conference fee we can offer through the close collaboration with asut, the iimt invited all alumni and students to a special Happy Hour during lunch-time.



iimt Social Event

Besides all the activities, courses and examinations, in 2006 the iimt also brought the iimt-world of students, lecturers, alumni, staff, council members, and their families together during the iimt Social Event the 23rd June 2007. 73 members of the iimt world followed the invitation, visited the **St. Beatus Caves** and discovered the fascinating stalactites and stalagmites as well as the interior of the mighty Niederhorn massif. In an unconstrained atmosphere, the participants enjoyed a relaxing and interesting afternoon within the iimt community.



iimt Information Security Workshop

On the 27th of September, the iimt organised the yearly iimt Information Security Workshop with the title “Von der Optimierung Ihrer Sicherheitspolitik zur Implementierung einer unternehmensweiten Sicherheitskultur!”

The scope of the Workshop was the improvement of the existing security policy to the implementation of a company wide security culture and the exploration of socio-technical measures to reduce the risk of information security breaches. With a new benchmarking-tool, which was developed in co-operation with TreeSolution, the participants had the possibility to test the security culture of their companies and to receive practical recommendations. Experts of the business and academic world emblazed different subject areas of the information security and shared their experience with the participants.



Prof. Dr. Jan Eloff (University of Pretoria)



Pascal Lamia (ISB)



Dr. Thomas Schlienger (TreeSolution)



Elmar Hayoz (Hayoz Engineering GmbH)



iimt Award Ceremony

On the 30th of November 2007, the iimt had the great pleasure to award, within the yearly iimt Award Ceremony, its titles. Nine 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 and Dr. Jocelyne Imbach (Director and Vice-Director iimt), Mr. Peter Schöpfer (President of the Institute Council), Mr. Jacques Macherel (Vice-President of the Institute Council and President of the "Best Paper Award Commission"), Mr. Daniel Hallen (President of the iimt Alumni Network), Mrs Annette Meschede (best study result: summa cum laude), and Mr. Ron de Jong (Students Representative). The "Limbo Jazz Band" accompanied the evening that took place at the Restaurant Aigle Noir in Fribourg.



fl: M. Helfenstein, N. Von Graffenried, A. Meschede, R. Graber, R. Bless, J.-P. Blanc, R. Zimmermann, R. de Jong
Missing: P. Aquin, R. Engel, M. Troxler



Media Presence

In 2007, eight press releases in German as well as in French with the following topics have been sent to the Swiss media:

- **KPMG** new sponsor of the iimt, 9 January 2007
- **CYTEC Informatik GmbH** new sponsor of the iimt, 6 February 2007
- TreeSolution analysed the **Information Security Culture of the Confederation**, 19 July 2007
- **Campana & Schott** is new Research Partner of the iimt Chair, 16 August 2007
- **IBM Deutschland GmbH** new Research Partner, 30 August 2007
- **Ascom** is new Sponsor of the iimt, 20 September 2007
- **Passenger survey** of the iimt Chair at the Berlin airports, 11 October 2007
- **iimt Awards 2007**, 27 November 2007

As a result of these dispatches, over 55 articles (known by the iimt) have been published in the Swiss media (either paper or electronic).

Nine portraits of the iimt have been released in newspapers and magazines. 15 editorial articles about the institute and its programmes have been published.

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

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

iimt Newsletter: eSignal

Distributed regularly over the year 2007, 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.



Web Site

The main target of the iimt web-team in 2007 was the new design of the pages and the restructuring of the site.

The iimt Website, www.iimt.ch, is an important communications tool and marketing platform for the institute. Not only potential students for the iimt Executive Programmes or Partners and Sponsors, but also actual members of the iimt world like, subject-area coordinators, lecturers and iimt Alumni Network members as well as Bachelor- and Masterstudents of the University of Fribourg visit our website regularly. The main target therefore is to provide all stakeholders with the necessary information. Information about the iimt, our Executive Programmes and events, the Chair of ICT Management, our web-shop, the alumni network and others should be found easily and quickly.

Also all the information on the iimt secure area were updated in order to support students, subject area coordinators, and lecturers in the Executive Programmes.

The iimt web-team created a new design of all the pages and the content was continuously updated with all necessary information. Visitors of the site may now navigate easily through all different areas.



Chair of ICT-Management

Teaching Activities

Strategic Management of Technological Innovation

Master of Arts in Management & Information Management, English, Autumn Semester 2007

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 first time in the fall term 2007. It has 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).

The great highlight at the end of the course was a presentation by Walter Steinlin, CTO and Head of Swisscom Innovation, who presented the new innovation management process at Swisscom.

Security Management

Master of Arts in Management & Information Management, Spring Semester 2007

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, Winter 2006/2007 and Autumn 2007

The information revolution has drastically reshaped global society and is pushing the world ever 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.

The management of information and communication technology (ICT) combines all managerial aspects, which enable a manager to satisfy the needs and requirements of customers using information and communication technology in business.

Based on the Fribourg ICT-Management Framework, the course focuses on

- new scientific concepts in organisation & management due to
- the developments and trends in ICT which result in
- new products & services whereby
- the social, cultural and legal environment has to be taken into account.

Exams in 2007

For the above mentioned lectures in ICT Management 2006/2007 and Security Management 2007, more than 50 individual oral examinations took place in spring, summer, and autumn 2007.



Bachelor and Master Theses

In 2007, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

Master Theses

- Jungo, C.:** Rollenbasierte Benutzerverwaltung bei der Swisscom IT Services AG
- Schmid, T.:** Market Research for Value Adding Services
- Suter, F.:** Lernkulturanalyse bei Raiffeisen
- Wuergler, L.:** Die Diffusion des mobilen Fernsehens - Das Bass-Modell als Analyseinstrument von Protokolldateien am Beispiel von Nutzungsdaten des Schweizer Mobilfunk-Betreibers Orange
- Wyss, D.:** Software as a Service (SaaS) in Schweizer KMU

Bachelor Theses

- Dober, B.:** VoIP - Technologiefolgenabschätzung
- Durrer, Y.:** Second Life
- Joye, F.:** QPR am Beispiel Gamma Knife
- Kurth, N.:** Wettbewerbspositionierungen auf dem Schweizer TIME-Markt

Seminar Papers

- Kmit, M.:** Microsoft & Novell - Open Source Pakt der Giganten
- Mann, B.:** Fusion und strategische Allianz – Vergleich zwischenbetrieblicher Organisationsformen im europäischen Luftverkehr

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 organized in regular interval by Prof. Dr. Teufel in the year 2007. 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.

Based on the Fribourg ICT Management Frame-work, the Chair's researches cover the areas

- Innovation and Technology Management
- Management of ICT, Focus: Mobile Business
- Project Management
- Security 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 STAR-initiative (Swiss Technology Acceptance Research) is projected to last three years and aims to examine the way large companies review, select, and deploy technological alternatives. The quantitative foundations are three annual surveys/interviews on the ~270 companies quoted in the SPI (Swiss Performance Index), and their ICT acceptance process. (Dr. Martin Steinert)
- 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)



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.

Boschung Y., Steinert M. (2007): Triple- and Quadruple Play, Does the size of your ISP matter?; in: Netzguide Business Communications 07, Basel, Netzmedien AG, ISBN 978-3-907096-00-0 (SUI).

Merten, P. (2007): The transformation of the distribution process in the airline industry empowered by information and communication technology, In: Dr. W.Pease, Dr. M.Rowe, Dr. M.Cooper: Information and Communication Technologies in Support of the Tourism Industry, IGI Global, p.75-111.

Mueller R., Steinert M., Teufel S. (2007): 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, Energy Policy, Elsevier (Thomson Scientific impact factor 2006: 1.362, Journal Citation Reports® 2007)

Teufel S., Merten P. S., Steinert M. (2007): A Mobile Computing and Commerce Framework; in Taniar D. (ed.) (2007): Encyclopaedia of Mobile Computing and Commerce, pages 466-471, Hershey PA, idea group publishing, ISBN 978-1-59904-002-8 (hardcover), ISBN 978-1-59904-003-5 (ebook) (USA).

Teufel S., Steinert M. (2007): '2007, das Jahr als die Schweiz die letzte Meile entbündelte; in: Schweizer ICT-Jahrbuch 07, Netzwoche & ICT Switzerland & Best of Swiss Web, ISBN 978-3-907096-02-4 (SUI).

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

In 2007 the iimt University Press sold 187 books to retailers, academic institutions, authors and interested individuals. The main markets are Switzerland and Germany.

The Special Offer "All you can read" was a success in 2007. All books which were published between 2002 and 2005 are available for CHF 10 per book. Particularly participants of the EMBA and Diploma courses benefit from this interesting offer.

In 2007, iimt University Press published 9 new books:

iimt Best Paper Award:

Kissling R. (2007): Komplexitätskosten in der ICT. ISBN 978-3-906428-94-9

iimt Executive MBA and Executive Diploma Papers

Altorfer R. (2007): Geschäftsstrategie für Privatkunden in einem konvergenten Telekommunikationsmarkt. ISBN 978-3-906428-90-1

Benninger E. (2007): Mit Innovationsmanagement zu Business Excellence: ein Telecom Framework. . ISBN 978-3-906428-92-5

Bhaumick A. (2007): A strategic analysis of demand for mobile telecommunications services. ISBN 978-3-906428-91-8

Carbotti P. (2007): Wachstumsoptionen für nationale Telecom Equipment Manufacturer (TEM) im Schweizer IKT Markt. ISBN 3-906428-93-2

Reid S. (2007): Climbing the ladder to project management excellence – a case study of Ericsson systems integration projects. ISBN 978-3-905814-00-2

Sommer A. (2007): Mit Knowledge Management zu mehr Innovationskraft in der ICT Branche: Ein Best Practice Ansatz für nachhaltigen Unternehmenserfolg. ISBN 978-3-906428-95-6

Zuccone J. (2007): Competitive advantage of a firm in its industry: A systemic framework. ISBN 978-3-906428-96-3

iimt Dissertations

Erat A. (2007): Management der Automatisierung von Multi-Channel Kommunikation. ISBN 978-3-905814-01-9



Membership of Organisations

In 2007 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

ACM (Association for Computing Machinery), Member

asut Fachkommission Ausbildung, President of the Committee

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

GI (Gesellschaft für Informatik), Member

IFIP TC11, Representative for Switzerland (since 2002)

ISSS: Information Security Society Switzerland, Member

IT-Valley Fribourg, Founder Member (since 2000)

KPMG, Member of the Steering Committee

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

SARIT, Member

Schmalenbachgesellschaft für Betriebswirtschaftslehre

SI-Fachgruppe: Security, Member

Münchner Kreis, Member

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



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.

Trustbus'07 – International Workshop on trust and privacy in digital business.
Regensburg, 2007. Reviewer and Member of the Programme Committee

IRMA 2007 International Conference.
Vancouver, 2007. Reviewer and Member of the Programme Committee

IS'2007 – 2nd International Workshop on Information Security.
Vilamoura, 2007. Reviewer and Member of the Programme Committee

WEBS 2007 – International Workshop on Web Semantics.
Regensburg, 2007. Reviewer and Member of the Programme Committee

ISS 2007 - 2nd International Conference on Information Science and Security.
Seoul, 2007. Reviewer and Member of the Programme Committee

22nd IFIP-SEC - International Conference Information Security Conference.
Sandton, 2007. Reviewer and Member of the Programme Committee

EC-Web 2007 - 8th International Conference on Electronic Commerce and Web Technologies.
Regensburg, 2007. Reviewer and Member of the Programme Committee

DEXA 2007 - 18th International Conference on Database and Expert Systems Applications.
Regensburg, 2007. Reviewer and Member of the Programme Committee

D A CH Security Conference.
Klagenfurt, 2007. Reviewer and Member of the Programme Committee



Contact

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

Phone: +41 26 300 84 30

Fax: +41 26 300 97 94

iimt@unifr.ch

www.iimt.ch