

# Annual Report

## 2009



## Content

Editorial .....	3
Who we are.....	5
iimt Activities .....	6
Executive Programmes .....	6
Executive MBA & Executive Diploma in ICT and Utility Management.....	7
Participants & Lecturers .....	7
Best Papers, Executive MBA & Executive Diploma Projects .....	8
Executive Programmes 2008 - Statistics .....	10
Marketing & Communication Activities .....	14
New Partnering Concept .....	14
Partners & Associations.....	15
Events.....	18
Media Presence .....	23
Chair of ICT-Management .....	25
Teaching Activities .....	26
Research Activities .....	29
Publications .....	30
iimt University Press .....	31
Membership of Organisations .....	32
Programme Committee for Conferences & Academic Review .....	33
Organisation.....	34
iimt Advisory Board.....	34
iimt Institute Council.....	35
iimt Scientific Council.....	36
iimt Staff .....	38
iimt Commissions.....	39
Contact .....	40



## Editorial

Ladies and Gentleman

Dear Partners, Students and Lecturers,

In the year 2009 the world economy, turbulences and the financial crisis were recurring themes. Some companies were able to increase their turnover within the last month; other companies are still struggling with regressive earnings. But not only are financial aspects the core elements for the corporate management, also the growing globalisation, internationalisation and liberalisation of the markets are gaining in importance.

However, the time seems to have come to look for sustainable solutions and secure investments. Most important is therefore the internal human capital. Motivated and qualified members of staff can bring companies back to the road of success. But employees therefore need the adequate educational background in order to seize the global challenges and to be able to react accordingly. The commitment of the iimt is to prepare participants with all analytical, functional and interpersonal skills necessary for success in an increasingly complex management environment. As Martin Luther King Jr. said: "The function of education is to teach one to think intensively and to think critically. Intelligence plus character - that is the goal of true education".

The constant improvement of the iimt Executive Programmes and the flexibility of the course structure were main tasks of the iimt. But furthermore, the institute underwent a series of positive experiences and changes in the year 2009.

As in previous years, we attached great importance to the support we received from our partners and sponsors. We continued to strengthen our relationships with our partners and we have further widened our network. A network which is of great value to the institute. In 2009 one of the most important milestones was the first "Leaders Lunch" combined with the launching of the new partnering concept. As the iimt is closely cooperating with industry partners, the main goal should be a flexible and modular win-win situation for all stakeholders. iimt partners benefit from several company tailored advantages and get the possibility to be part, and to benefit from the iimt network of partners, lecturers, students and alumnis worldwide. More detailed information can be found in this report.

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. Specifically the Smart Energy Project should be pointed out. Detailed information about this and further projects can be found later on.



We would like to emphasise that the staff of the iimt contributed greatly to our success once more in 2009. Thank you all so much for your invaluable support. If we have been able to achieve our common goals, that is, to meet all the varying demands of the iimt world, this has come about as a result of our combined efforts.

Finally, we would like to thank our participants, lecturers, partners and sponsors for the confidence they have placed in us.

The year 2010 will bring new challenges as well as new opportunities. We hope in the coming year once again to be able to count on your valuable cooperation and are looking forward to fruitful collaborations.



Mr. Peter Schöpfer  
President of the Institute Council



Prof. Dr. Stephanie Teufel  
Director



## Who we are

The international institute of management in technology (iimt), affiliated to the University of Fribourg, is a leading competence centre for Information and Communication Technology (ICT) and Utility (electricity, gas and water) Management, offering Executive Programmes and research.

### The iimt Executive Programmes

The iimt course programme is directed at managers specialising in the field of ICT or Utility who desire to continue their professional development. The iimt's commitment is to prepare participants for high-level management careers in an increasingly global environment. The iimt Executive Programmes blend the experience and expertise of an innovative teaching team in developing participants' leadership qualities in both domestic and international business.

Supported by its partners and promoters, and with its active participation in ICT and utility organisations, the iimt provides quality training on an international level. Its programmes combine the most recent theoretical management concepts with practical understanding of liberalised markets, giving insights into widely different cultures and attitudes.

### iimt Chair of Management in Information & Communication Technology (ICT)

The chair offers university lectures, supports bachelor and master theses and conducts research. The chairs' research team works together with industrial partners, so its research is not confined to the classical "ivory tower". Based on the Fribourg ICT-Management framework the research team aims to answer challenging questions in the academic research fields:

The iimt chair is motivated on bridging the gap between theory and practice. Therefore the research conducted by the chair is mainly driven by industrial projects. Hence the chair enjoys invaluable support from several membership organisations, as well as strong co-operations with different Universities in Switzerland and abroad. The chair holds active roles in several national and international organisations and has accomplished research project with several organisations within the last years.

	
<p><b>Chair of Management in Information &amp; Communication Technologies</b> <b>Educational Programmes:</b> Lectures on Bachelor- and Master-Level Doctoral Programmes</p> <p><b>Fields of Research:</b> Management of Information Security Energy Systems Management Project Management Innovation &amp; Technology Management</p>	<p><b>Executive Programmes in ICT and Utility Management:</b> <b>Courses of Studies:</b> Executive MBA Executive Diploma Specialised Courses Power Packages Customised Company Courses</p>

## iimt Activities

### Executive Programmes

#### News

Throughout the course of 2009 some important happenings took place.

In June Prof. Dr. Linard Nadig announced his retirement as Subject Area Coordinator for "Management Accounting & Control". When finding a successor the iimt was able to benefit from its broad network of highly qualified and renowned executive lecturers. Finally **Prof. Dr. Thomas Rautenstrauch**, who has been teaching at the iimt since 2007 with very good feedback, was appointed as new Subject Area Coordinator.

#### *Current position*

Director Centre for Accounting & Controlling,  
HWZ – University of Applied Sciences in Business Administration Zurich



#### *Experience*

- 1993 – 1997 Senior Accountant, Ernst & Young, Hamburg
- 1995 – 1997 Senior Accountant, Treuhandgesellschaft Herrmann, Hannover
- 1997 – 2000 Head of Cost Systems, Corporate Controlling, Continental AG, Hannover
- 2000 – 2007 Professor of Business Administration and Accounting, University of Applied Sciences Bielefeld (D)
- 2004 – present Visiting Professor, Mikelli University of Applied Sciences (FIN)
- 2003 – present Visiting Lecturer, Frankfurt School of Finance and Management (D)
- 2007 – 2009 Professor at the Institute of Financial Services Zug (IFZ), Lucerne University of Applied Sciences, Business School

In October 2009 a Memorandum of Understanding with the **University of Cambridge Judge Business School** was signed. Thanks to this collaboration between the two institutions the Executive MBA students have the possibility to take up to three courses in Cambridge and have them accredited for their Executive studies at the iimt.

In November the first four Executive MBA students successfully completed a course at the Cambridge Judge Business School.



*The Cambridge Judge Business School Exchange Programme gives a great addition to the iimt programme as it opens up the interaction with different people from different countries seeking new perspectives and insights on key management issues. It ties perfectly to the courses and value of the iimt classes and helps to evaluate, understand and design business processes solving the challenges we all face. (Marcus Madelung, EMBA student at the iimt)*



Within the Subject Area „National and International Economics“ another important innovation was made. The second module the *Microeconomics of competitiveness* (MOC) course of Prof. Dr. Michael E. Porter was offered in **cooperation with Harvard Business School**. The vision of the course is to make a meaningful impact on the economic competitiveness and prosperity of the regions and countries in which it is taught. The course enjoys great popularity on international level and will be offered again in the course year 2010.

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

In the **Executive Programmes in ICT Management**, all 30 courses and 30 examinations (for EMBA) and 20 courses and 20 examinations (Executive Diploma) were carried out successfully (see timetable 2009).

For seven modules of the Executive Programmes, the students were temporarily separated in order to allow a more precise focus on the specific ICT or Utility content. For the two modules of “Utility Technology”, respectively “Information & Communication Technologies”, for the modules in “Law in Utility Management”, respectively “Law in ICT Management”, and for the three modules in “Marketing Management” the classes took place separately.

As a measure of the quality, each course, each lecturer and each examination have been subject to evaluation, as in the past. This shall help Subject Area Coordinators, lecturers and the iimt itself to constantly improve the organisation, structure and content of the Executive Programmes. Thanks to this feedback, a very good average was reached in 2009.

### **Participants and Lecturers**

In 2009 eleven new students enrolled for an Executive Diploma or MBA at the iimt. Eight in ICT Management and three in Utility Management. One of the students decided to start a full-time Executive MBA, i.e. he will do the entire Executive Programme within one year. Still, the majority of the participants plan part-time studies (5 course weeks a year during 3 years).

In the year 2009, 81 lecturers from different countries took an active 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 (46% of all lecturers from Swiss and international universities) and experts from the industry (54% of all lecturers work in national or international companies and organisations).

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

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

On 16 October 2009, the iimt awarded fourteen Executive MBA degrees and four Executive Diplomas for the tenth 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. The iimt Award Ceremony was combined with the iimt Leaders Lunch. More details about this event can be found in the Marketing section of this report.



### **Best Papers, Executive MBA and Executive Diploma Projects**

#### **Best Paper**

For the Best Paper Award 2008, six of the published books in 2009 had the chance to win the prize. The committee, which is composed by representatives from the industry and the academic world, evaluated the books according to the topicality, the academic aspect, the overall impression, the connection to the domain of ICT, the interest of the target audience and the global interest of the publication. The committee decided concordantly which book shall win the Best Paper Award 2008:

**Fawer, Urs (2008)**      Untersuchung zur Marktentwicklung von Identitätskarten in Europa  
mittels Szenario-Technik



### List of all Executive MBA and Executive Diploma Projects in 2009

- **Bisaz, Silvio (2009):** Erfolgsfaktoren eines Enterprise Content Management Projektes
- **Cocco, Tino (2009):** Canaux de distribution de radiodiffusion terrestre en Suisse. Simulation par la méthode des options réelles de prise de décision "make-or-buy"
- **Engel, Rony (2009):** Klassifizierungsmethoden im Anwendungsbereich der Geldwäscherei
- **Forrer, Andreas (2009):** Innovation alignment of services provided and their related management ICT infrastructure
- **Gentinetta, Roger (2009):** Finding the optimal transfer pricing model and rules for tax optimization at Swissphone AG
- **Gygax, Sébastien (2009):** Development of an OEM Product Marketing and Sales Strategy
- **Lüef, Jürg (2009):** Reduktion von Komplexität mit service-orientiertem Business Process Management
- **Oualibouch, Said (2009):** Internationalization strategy for E-Postal Service: A Framework for assessing internationalization partners
- **Rupp, Daniel (2009):** Wachstumsoptionen für Anbieter von Alarmübermittlungsdienstleistungen
- **Schmid, Markus (2009):** Strategische Personalentwicklung als Geschäftsprozess zur nachhaltigen Stützung Strategischer Projekte und des täglichen Geschäftes der ICT-Organisation
- **Spycher, Martin (2009) :** Online Werbemarkt Schweiz
- **Thévoz, Nicolas (2009) :** Optimization of the service transaction value in call centers
- **Wyss, Markus (2009) :** Angebotsmodellierung für Dienste- und Netzanbieter - ein modularer Ansatz in der ICT für aktuelle und zukünftige Businessmodelle

### List of Executive Diploma Projects in 2009

- **Huber, Patrick (2009) :** Market research with focus on product testing in the international context
- **Marty, Daniel (2009) :** IT Sicherheitskonzept für ein Datacenter in einem internationalen Unternehmen
- **Rothärmel, Stefan (2009) :** Google's Android: A Disruptive Innovation?
- **Schwab Stéphane (2009) :** Is ITIL enough for Service Providers?

## Executive Programmes 2008 - Statistics

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

A total of 38 participants attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2009. Furthermore, 24 persons participated in Executive Specialised Modules or Specialised Courses.

### Statistics - results from the entry survey 2009

As with every intake, an entry survey was also done in 2009. This entry survey gives information about personal and professional data of the new intake.

The average age of the new participants was 39 years. The average work experience was 11 years. 90% had a higher education in engineering, 9% in economics and 9% named a higher education in other sectors.

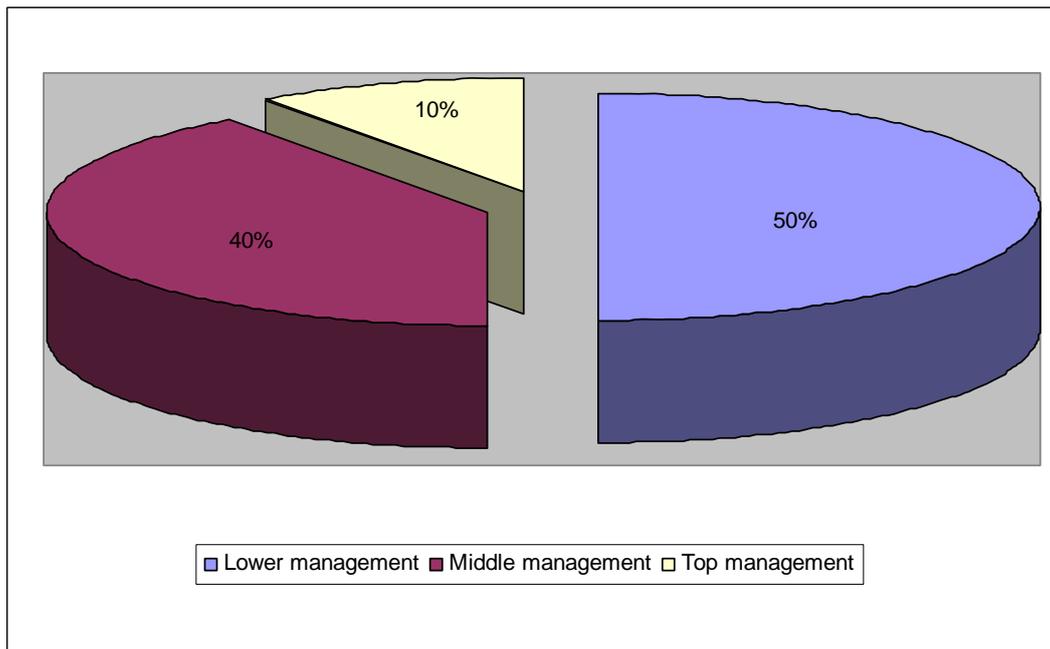


Fig. 1: Position in the company at the beginning of the studies at the iimt

At the beginning of their studies, 10% of the participants occupied a position in the top management, 40% in the middle management and 50% in the lower management.

29% were working in the field of "Network Management and Support", 21% in the field "Information Management and Software Applications" as well as "Marketing Management and Sales, and 14% in "Production and Services" as well as "Research and Development".

To the question why they began further studies in ICT or Utility Management, 41% answered that they wanted to stay up-to-date and retain their market value, 29% answered that they wanted to enhance their career opportunities, 12% mentioned a personal need of further education, another 12% said that their employer suggested it. The most frequent indicated reasons for their choice of the iimt were the modular course structure, the flexibility of the course programme, and the strong focus on ICT or Utility Management.

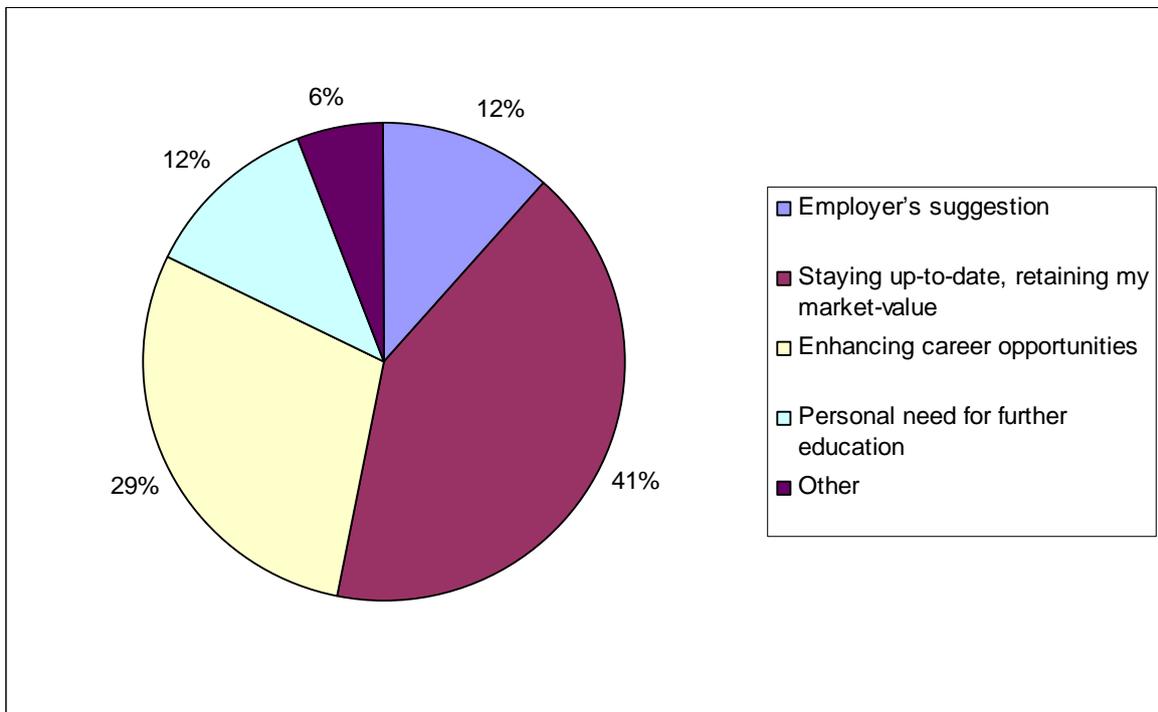


Fig. 2: Reasons and motivation for further studies in ICT or Utility Management

### Statistical results from the final survey 2008

A final survey conducted after the graduation of the students was done in November 2009. The final survey provides information about changes in the personal and professional environments of the new iimt graduates.

Since the beginning of their studies at the iimt, 60% of the graduates changed their professional position.

#### Change in professional position

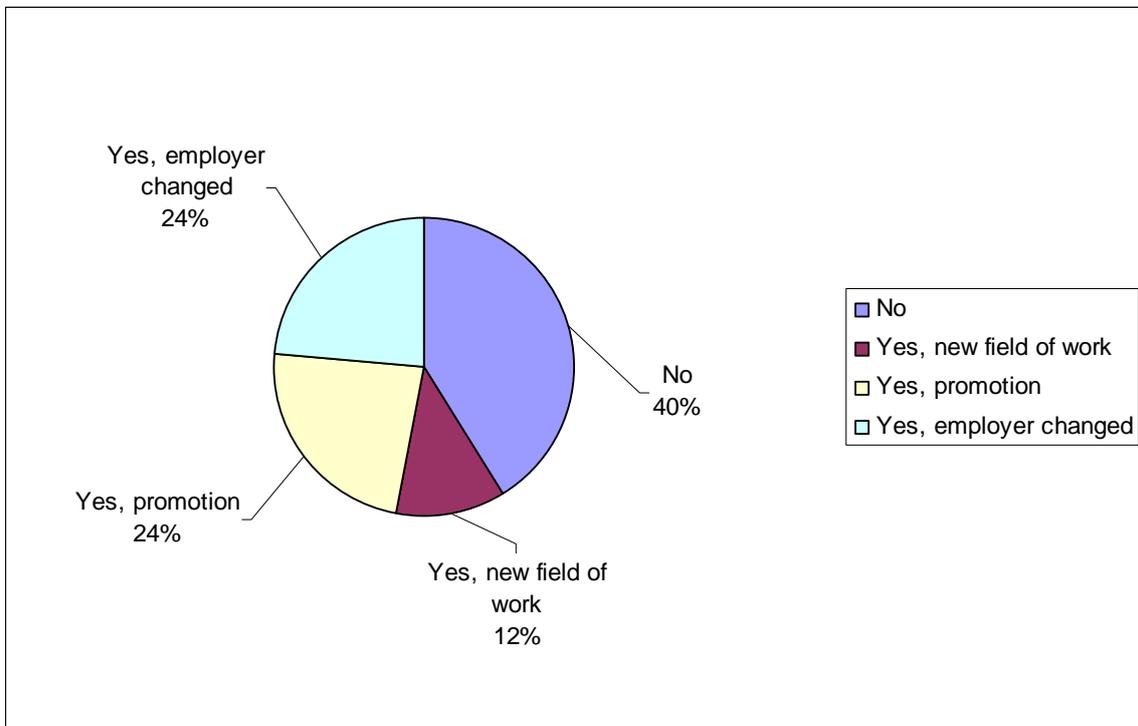


Fig. 3: Change in professional position since the beginning of the studies

Out of this subset, 24% got a promotion, 24% changed employer, 12% have a job in a new field of work, and 71% answered that the iimt Executive Programmes contributed to this change.

### Statistical overview 2002 – 2009

The iimt conducted a statistical comparison taking into consideration the evaluations from 2002 to 2009 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.

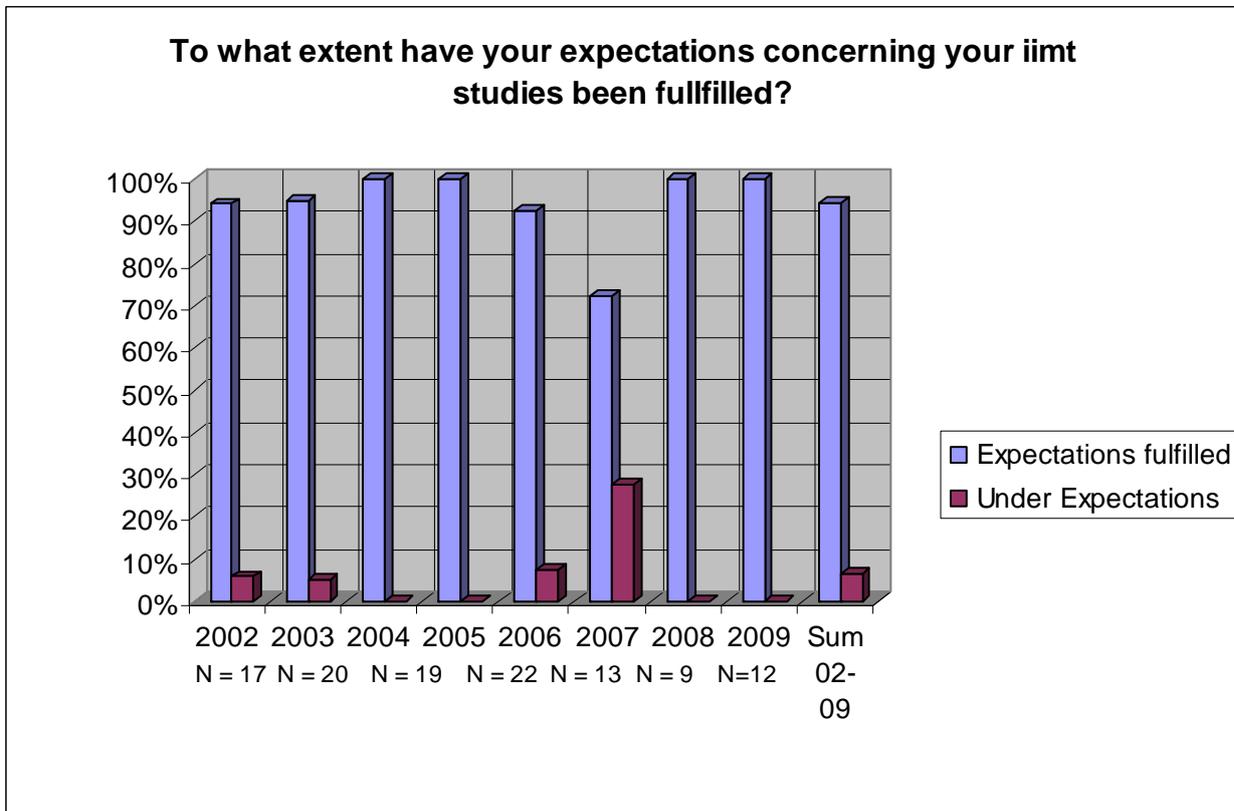


Fig. 4: Fulfilling of expectations concerning the iimt studies.

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



## Marketing & Communication Activities

To offer quality and services and to keep a leading position as a competence centre in ICT and Utility Management, the iimt has strengthened its marketing and communication activities.

### New Partnership Concept

To provide an attractive and a win-win service to our existing and potential partners and to remain competitive in the market, a new partnership concept has been worked out in the end of 2009. An investment as an iimt partner should be understood as part of the Corporate Social Responsibility – an investment in education, research and thus in the future. The international network of the iimt should become more attractive for the existing and potential partners.

### How the concept works

The major change was made in the flexibility and the bids. The flexibility of the Executive Programmes was imported in our partnership concept. Depending on the individual company needs, a partner can benefit from different advantages and different partnering categories (Platinum, Gold, Silver and Bronze Partner). Each possible option is now available separately. From “general items” through “executive programmes” to “research”, the iimt offers numerous benefits in ICT Management and Utility Management. Partners can put together their individual benefits especially tailored to their needs and wishes, by selecting the preferred options in the table. Depending on the composition of the benefits, the iimt will make an individual offer within the new partnership categories. The following table shows all the benefits that can be enjoyed as a partner.

General	Executive Programmes	Research
<input type="checkbox"/> Membership in the iimt institute council	<input type="checkbox"/> Executive MBA Scholarship (30 free modules)	<input checked="" type="checkbox"/> Doctoral programme
<input type="checkbox"/> Visibility on a national and international level*	<input type="checkbox"/> 12% of reduction on booked modules	<input checked="" type="checkbox"/> Joint research activities
<input type="checkbox"/> Presentation in the iimt Newsletter eSignal	<input type="checkbox"/> Free modules	<input checked="" type="checkbox"/> Academic advice and consultancy
<input type="checkbox"/> 10% of reduction on the iimt University Press	<input type="checkbox"/> Guest lectures in Executive Programme courses	<input checked="" type="checkbox"/> Guest lectures in university courses
<input type="checkbox"/> Discount on several events	<input type="checkbox"/> Positioning within the academic world	<input checked="" type="checkbox"/> Bachelor and Master theses**

\* Visibility on printed documents; Logo on the iimt website linked to your company; Job advertisements on the iimt website.

\*\* Proposal of company related topics for Bachelor and/or Master theses.



### Partnership categories:

The assignment of the partnership categories are as follows.

Platinum Partner	up to	CHF 150,000.-
Gold Partner	up to	CHF 60,000.-
Silver Partner	up to	CHF 10,000.-
Bronze Partner		CHF 5,000.-

Private individuals who want to support the iimt are given the opportunity to become a Donor. A Donor is investing in the general continuing education programme and its quality. The minimum donation is set at CHF 100.-.

The category Media Partner remains unchanged.

### Partners & Associations

It remains the iimt's goal to continually improve and strengthen the collaboration with the existing business partners and to create new partnerships wherever possible.

#### Platinum Partner

The two Platinum Partners of the iimt are **Groupe E** and **Swisscom AG**. Their generous support enables the iimt to provide high quality education programmes and research. Furthermore, Groupe E as well as Swisscom AG are regularly making use of the Executive Programmes. The two companies are also very valuable for the iimt students. Well known personalities from both companies take on the role of lecturers and talk about their daily business – a great asset for our students.





### Gold Partner

Due to the new partnership categories, currently there are no Gold Partners.

### Silver Partner

The iimt is happy to welcome **originize** and **revendex** as new Silver Partners. Originize is a well known company for developing a new platform for separating brand products from fakes. Revendex is a consulting company with great experience in the "Telecommunications and Information Technology" industry.



Besides these new partnerships, the iimt could further count on last year's partners:

- ascom
- Banque Privée Edmond de Rothschild S.A.,
- eb-Qual SA
- excelsis
- hayoz engineering
- swissgrid
- Valiant Privatbank AG

### Bronze Partner

In 2009, the iimt could sign two new partnership contracts with the **Project Management Institute (PMI)** and **Swisspower AG**. PMI is an npo-organisation which is promoting professional project management in Switzerland. Mutual support in the areas of research, teaching and education are the target of this cooperation. Swisspower as a part of the "Swiss Energy Expert"-group pursues the goal of adapting professional qualifications of the developments of the market in order to prepare employees from the energy sector fully to the impending restructuring of the industry.



Creating energy solutions.



Further abiding partners in the fields of ICT and Utility:

- **asut** – Swiss Association of Telecommunication Users
- **Campana & Schott GmbH** – consulting for project management & process optimisation
- **efmd** – European Foundation for Management Development
- **eif** – Ecole d'ingénieurs et d'architectes de Fribourg
- **Electrosuisse** – Association for Electrical Engineering, Power & Information Technologies
- **GITI** – Groupement des Ingénieurs en Technologies de l'Information
- **IBM** Global Business Services – pan European survey within the airline domain
- **ITU** – International Telecommunication Unit
- **IT-Valley** – Realisation of the positioning of IT-firms in Fribourg
- **KMPG** – provider of audit, tax and advisory services
- **Münchner Kreis** – International association for communication research

#### Media Partner

Since January 2009, the iimt cooperates with two new Media Partners **ICT in Finance** and **ICT Kommunikation**. ICT in Finance belongs to the Zurich publishing house Profile Publishing GmbH and is published 4 times yearly. ICT Kommunikation is published 10 times a year with a circulation of 10'200 copies. The journal belongs to the publisher Kapi-Media.





## Events

### **3<sup>rd</sup> Swiss Electricity Congress – 12<sup>th</sup> & 13<sup>th</sup> January 2009 - Berne**

The 1st of January 2009 was a remarkable date for the electricity industry - the partial liberalisation of the energy market. The main objective of the 3rd Swiss Electricity Congress was the discussion about the new situation, the status quo and most important: the upcoming challenges for stakeholders and customers.

Therefore, about 350 energy providers, distributors, keyplayers and politicians got together to share their opinions and experience. Issues such as the expected challenges for European countries, the future energy policy, -strategies and -efficiency and the warranty of power supply were important components of the congress.

Federal Councillor Moritz Leuenberger (Federal Council and Head of the Department of Environment, Transport, Energy and Communications) had the opportunity to introduce the Swiss goals from a political point of view, as well as the new Federal Electricity Supply Act. Industry partners also had the chance to illustrate their needs and claims.

The increasing electricity tariffs were a hot topic during the congress: With the liberalisation, customers demand lower prices. However, the main questions were: Was the liberalisation boon or bane? And how will it be dealt with the overall liberalisation? The electricity industry certainly has to face a lot of new daily situations in order to satisfy all involved parties.

### **PMI Annual Conference & PMI Workshop – iimt Fribourg**

On the 19<sup>th</sup> of January, the iimt had the honour to host the Annual Members Meeting of the Project Management Institute (PMI) Switzerland Chapter. Nearly 100 people participated at the conference with its highlight presentation about “Project Management XXL” - the new Airport Berlin Brandenburg International by Christian Manninger.

Furthermore, the PMI Switzerland Chapter held its Workshop about “Benefits of CMMI in Project Management” in the iimt premises which was attended by 40 persons.

### **iimt Information Sessions**

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



### **ICT-Networking Party – Berne**

More than 1000 people came together in Bern for the legendary ICT Networking Party 2009. The arena of the Kursaal in Bern was completely sold out and networking was the motto of this evening. The iimt was again host of a table, and invited people from Bobst, the BBT, Cablecom, originize, PMI, revendex and Swisscom.

In a relaxing and amusing atmosphere hosts and guests started with a common aperitif. Once all participants were seated and introduced to each other, the second part of the evening continued with different speeches. As all duties and responsibilities were distributed, the “CCO’s – Chief Chüechli Officers” and “CBO’s – Chief Beverage Officers” edged off to get food and drinks for the other guest.

After the common dinner and interesting discussions, the intermezzo-show act took place. Birgit Steinegger alias Elvira Iseli shared her impression with the audience about a world with and without ICT. The official part of the ICT-Networking Party ended with a dessert buffet and the traditional “Biergarten” .

### **VSE Symposium – Baden**

On the 14th and 15th of May, the VSE Symposium took place in Baden. More than 100 executive managers, energy experts and decision makers participated at the event. The topical focus was “Energy” and “Technology” and the way both are connected today and in the future. As the electric power supply gap became general knowledge in the last months, resources are needed to find solutions which are however contentious, and applications are getting multifarious and more complex. Therefore new technologies are required across the whole value chain. The VSE Symposium gave the participants impulses and arguments for opinion making. Speakers from the Swiss Federal Office of Energy, economiesuisse, Universities, the Swiss Federal Institute of Technology and the energy industry shared their opinions with the participants during these two days.





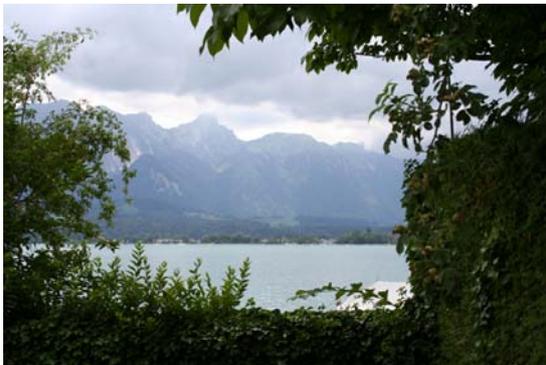
### **asut Seminar – Swiss Telecommunication Summit - Berne**

On the 11<sup>th</sup> June, the 35<sup>th</sup> asut seminar, the famous “Swiss Telecommunication Summit” took place in the Arena of the Hotel Allegro Kursaal in Berne. More than 700 people from the ICT sector followed the speeches around the theme “Communication<sup>3</sup> – yes we can”. 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.

### **iimt Social Event - Thun**

The iimt Social Event 2009 took place in Thun in the Bernese Oberland. Fortunately the weather kept up and 40 participants started the ‘Foxtrail’ at the main station on dry ground on the 20<sup>th</sup> of June. All of the eight groups went on different tracks – some of them by foot and some by bus.

The fox led the participants from post to post. Although some of the participants had to call the hotline for help, everyone finally arrived at the ‘Hotel Freienhof’ in the late afternoon. While enjoying the apéro everyone could tell at least one funny story about ‘being lost in Thun’... The iimt enjoyed that pleasant afternoon with all of you - hope to see you again next year!



### iimt Leaders Lunch

On the 15<sup>th</sup> of October 2009 the iimt organised for the first time an iimt “Leaders Lunch”. The main target of the event was to bring together today’s Managers with tomorrow’s Leaders. The event was a networking platform which combined the iimt’s Award Ceremony with a panel discussion about “Business Ethics in a globalised and liberalised world” and plenty of time for networking with the iimt’s partners and sponsors.

The Leaders Lunch started with the graduation of the Executive MBA and Executive Diploma Awards. 18 participants received their title Executive MBA or Executive Diploma in ICT Management. Furthermore the Best Paper Award and the Best Management Summary Award were handed over.

After the official ceremony, another highlight took place, the panel discussion with top speakers from the ICT and Utility world. The top speakers were Ron Popper (Head of CSR ABB Ltd.), Kurt Rohrbach (Director BKW FMB Energie AG), Andreas Wetter (President of the Executive Board Orange Communications SA) as well as Prof. Dr. Andreas Scherer (University of Zurich). Prof. Dr. Louis Bosshart (University of Fribourg) led the speakers through the discussion.

The iimt Leaders Lunch was a great opportunity for all members of the iimt-world to get in touch and will certainly be repeated.



### iimt Graduates 2009



From left to right: S. Oualibouch, S. Gygax, S. Rothärmel, S. Schwab, J. Luëf, R. Gentinetta, D. Rupp, P. Huber, T. Cocco, S. Bisaz, M. Wyss, M. Schmid. *Missing*: R. Engel, A. Forrer, D. Marty, M. Spycher, T. Styger, N. Thévoz,



### **Participation at external events**

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

- Carriers Lunch, 09.01.2009, Zurich
- Valiant Seminar, 21.01.2009, Fribourg
- Carriers Lunch, 06.02.2009, Zurich
- X-Days Interlaken, 18. & 19.03.2009, Interlaken
- Horvath & Partner Conference, 01.04.2009, Berne
- ETG Conference, 02.04.2009, Zurich
- Carriers Lunch, 17.04.2009, Zurich
- Credit Suisse General Assembly, 24.04.2009, Zurich
- Berne Cluster Day, 04.05.2009, Berne
- GRI General Assembly, 06.05.2009, Lausanne
- asut General Assembly, 08.05.2009, Horw
- Electrosuisse/VSE General Assembly, 14.05.2009, Baden
- Cigré Conference, 04.06.2009, Zurich
- Security Forum Comprosec, 16.06.2009, Zurich
- Valiant Seminar, 25.08.2009, Murten
- ETG Conference, 27.08.2009, Lucerne
- Golden Headset Award, 03.09.2009, Berne
- Open Days EIF, 04.09.2009, Fribourg
- Smart Grid Conference, 16.09.2009, Berne
- SwissSign Event, 17.09.2009, Zurich
- asut Lunch Forum, 18.09.2009, Bern
- 3<sup>rd</sup> Zurich Conference & Network-Meeting, 22.09.2009, Zurich
- ITU Telecom World, 05. – 09.10.2009, Geneva
- Donna Informatica Seminar, 26.10.2009, Olten
- FKH Conference, 04.11.2009, Fribourg
- Future Talk Event, 05.11.2009, Sursee
- Orange offside Workshop, 11.11.2009, iimt Fribourg
- asut member apéro, 25.11.2009, Rossens
- ETG Conference, 03.12.2009, Baden



## Media Presence

### Press releases

In 2009, eight bilingual (de/fr) press releases with the following topics have been sent to the Swiss media:

- **ICT Kommunikation**, new media partner
- **Originize**, new sponsorship
- **Profile Publishing / ICT in Finance**, new media partner
- **Project Management Institute (PMI)**, new research partner
- **Change in the iimt management**, Barbara Jenni new Head of Executive Programmes
- **Swiss Energy Experts (SEE)**, new cooperation
- **Leaders Lunch / Award Ceremony**, 16<sup>th</sup> October 2009
- **Cambridge Judge Business School**, new cooperation

Several press releases were published by the Swiss press, both in print and electronic versions.

### Portraits and editorial articles

Throughout the year, 20 portraits and 12 editorial articles were published in various newspapers, magazines and online portals of the French and the German speaking part of Switzerland, from both the ICT and Utility domain:

- Alpha Kadermarkt
- asut (Newsletter / Bulletin)
- Buchartikel Uni St. Gallen
- CRUS
- Energie Revue
- Electrosuisse/VSE Bulletin
- IBCom
- ICT in Finance
- ICT Kommunikation
- ITU Telecom
- Karrierejahrbuch
- L'Agefi
- MBA Channel
- Swiss News
- Technica
- Unireflets



## **Advertisements**

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

- asut
- Electrosuisse Bulletin
- Energie Revue
- GITI
- Handelszeitung
- ICT in Finance
- ICT-Jahrbuch
- ICT Kommunikation
- L'Hebdo
- Persorama
- Swiss Engineering
- Swiss MBA Guide
- VSE Weiterbildungskalender

## **iimt Newsletter: eSignal**

In 2009, the iimt Newsletter eSignal has been sent four times to approximately 2100 persons. 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.

## **Website**

The basic structures of the website remained the same, and a few changes have been made on the layout. The fewer number of photos and text adds to a better overview and thus a more pleasant and easier navigation. The site "University Press" is still under revision.



## Chair of ICT-Management

Prof. Dr. Stephanie Teufel, Director of the iimt holds the Chair of Management in ICT, which is part of the Faculty of Economics and Social Sciences at the University of Fribourg. The chair offers university lectures, supports bachelor and master theses and conducts research.

The chairs' research team works together with industrial partners, so its research is not confined to the classical "ivory tower". Based on the Fribourg ICT-Management framework, the research team aims to answer challenging questions in the academic research fields:

- Energy System Management
- Innovation and Technology Management
- Management of Information Security
- Project Management

### Research publications

The team is motivated on bridging the gap between theory and practice. Annually, the research team publishes its results in international journals and conferences. The scientific papers are subject to double-blind peer-review processes and are regularly published in the iimt University Press.

### Research Partners

The chair holds active roles in several national and international organisations. The research conducted by the chair is mainly driven by industrial projects. Hence the chair enjoys invaluable support from several membership organisations, as well as strong co-operations with different Universities in Switzerland and abroad. Within the last years, the chair has accomplished research projects with several organisations.



## Teaching Activities

### **Strategic Project Management**

Master of Arts in Management & Information Management, Spring Semester 2009

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

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

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

The overall feedback of the course was thoroughly positive. This can not only be seen by looking at the high number of participants (27) but also by considering the new number of students that subscribed for the course in spring term 2010.

### **Management of Information Security**

Master of Arts in Management & Information Management, Spring Semester 2009

This Master course aims at providing the students with the necessary and practical aspects of the topic information security. Information security and the occurrence of critical cases of damage becomes more and more a question of survival for enterprises and organisations. The students gain an overview of the state-of-the-art – from information security policy to information security deployment. Topics of this course are information security standards, measurements, data protection, as well as practical approaches. The students have to accomplish a case study in a team.



## **Bachelor and Master Theses**

In 2009, the following Seminar, Bachelor, and Master theses were supervised by the Chair of ICT-Management:

### **Master Theses**

- Herzog, T.:** Online Focus Group 2.0 – A recommencement using Desktop Videoconferencing
- Glauser, A.:** Strategische Analyse der Distribution von Fernsehprogrammen und Schlussfolgerungen für Cablecom GmbH und die Swisscom AG
- Muster, M.:** Kabel oder Freileitung – quo vadis?
- Pongracz, P.:** The technology S-curve model: A comparative case study on its use in practice
- Scherzinger, J.:** Das Marketingkonzept von Phonak Earcare Solutions
- Schmidt-Holzmann, K.:** Strategische Einsatzmöglichkeiten von Innovationen im Passagierprozess von Fluggesellschaften – eine multivariate Analyse
- Vuksanovic, D.:** Evita - elektronisches Gesundheitsdossier: Metadatenanalyse und Marktsegmentierung
- Wittwer, D.:** E-Government-Strategie Schweiz - Akzeptanz und Mitwirkung Schweizer Unternehmen

### **Seminar Theses**

- Bättig, C.:** Businessplan SenYours AG
- Da Silva Martins, M.:** Business Plan: Hôtel en Gruyère
- Drobnjak, A.:** Lake View Body Forming
- Kunina, S.:** The emissions trading mechanism versus an impose of a carbon tax
- Lebrun, D., Gabriel, F:** The e
- Moreira, H.:** Corporate Translation
- Leu, C.:** Young at Art – Businessplan
- Ryckx, D., Vulliemin, D.:** Seasons Club
- Schulte-Bahrenberg, J.:** Marketing – Theorie und Praxis anhand eines Fallbeispiels
- Stalder, M.:** Recht und Finanzen in der Unternehmung
- Tinguely, P.:** Fri-learning.ch – Sur la base d'un business plan élaboré lors du workshop de l'institut IVE



### Executive MBA Theses

<b>Bisaz, S.:</b>	Erfolgsfaktoren eines Enterprise Content Management Projektes
<b>Fawer, U.:</b>	Untersuchungen zur Marktentwicklung von Identitätskarten in Europa mittels Szenario-Technik
<b>Forrer, A.:</b>	Innovation alignment of provided services and their underlying management ICT infrastructure
<b>Oualibouch, S.:</b>	Internationalization Strategy and Alliance Partner selection: Application to e-Postal Services
<b>Rupp, D.:</b>	Wachstumsoptionen für Anbieter von Alarmübermittlungsdienstleistungen
<b>Schmid, M.:</b>	Strategische Personalentwicklung als Geschäftsprozess zur nachhaltigen Stützung Strategischer Projekte und des täglichen Geschäftes der ICT-Organisation
<b>Styger, Th.:</b>	Economic Value of Disloyal Customers – A Qualitative Analysis

### Executive Diploma Theses

<b>Schwab, S.:</b>	Is ITIL enough for Service Providers
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### Seminars for Graduates and Ph.D. Students

Parallel to the lectures at the University, a series of in-house seminars for Ph.D. students were organised in regular interval by Prof. Dr. Teufel in the year 2009. Participants were recruited from the internal and external assistants as well as from connected institutions and organisations to present their research activities.



## Research Activities

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

The 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 Smart Energy Project is focused on a closer interaction between supplier and consumer of energy in the frame of a Smart Grid. The goal is the development of a service which provides a bidirectional information flux to support grid friendly consumer behaviour to face the stochastic generation of renewable energy sources. This project, established by the Western Swiss Universities of Applied Science, offers additionally stakeholders a platform for sharing information. (Martin Stötzer)
- 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)
- 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.

**Steinert, M.:** A dissensus based online Delphi approach – an explorative research tool, in: Technological Forecasting and Social Change, Elsevier, Volume 76, Issue 3, p. 291-300

**Stötzer, M., Sauvain, H., Teufel, S.:** Design of dynamic tariffs for energy distribution grids with decentralised generation and storage devices. International VDE ETG Congress, Düsseldorf

### *Book Chapters*

**Teufel, S.:** Human Capital – Erfolgsrezept der Liberalisierung. In: T. Friedli, N. O. Walti (Hrsg.), Managementguide für Schweizer Energieversorgungsunternehmen (EVU), Haupt Verlag, Bern

### *Journal Articles*

**Teufel, S., Kähr, C.:** C. Kähr: Ist der Erfolg von ICT-Projekten vorhersehbar? PM@CH, The Swiss Project Management Review, No. 5

**Teufel, S.:** Governance und Compliance im IT-Spannungsfeld, Netzguide ICT-Riskmanagement und E-Security

**Schlüter, J., Teufel, S.:** Cloud Computing – Anwendungen im Netz, digma Zeitschrift für Datenrecht und Informationssicherheit

### *Research & Project Reports*

**Stötzer, M., Teufel, S., Sauvain, H.:** Smart Energy. Verbundprojekt. Abschlussbericht, Fribourg

**Renevey, S., Sauvain, H., Teufel, S.:** Etude comparative lignes-câbles. Rapport final, Fribourg

**Stötzer, M., Teufel, S., Sauvain, H.:** Business Concept – Swiss Smart Grid, electrosuisse ETG Energieforum " Smart Grids – Vision oder Zukunft" , Bern

### *Interviews*

**Teufel, S.:** Was BWLer können müssen, Interview mit manager magazin

**Teufel, S.:** Effizientes Datenmanagement, ICT- Briefing Call, ICT in Finance Newsflash

**Teufel, S., Sauvain, H.:** Mit einem ausgewogenen Mix aus Theorie und Praxis punkten, Interview des Monats von K. Pichler, ICT kommunikation, Nr. 9

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

53 books of the iimt University Press were sold in 2009. This is a bit less than last year (-15%). The decrease of the sales figures is to trace back to the fact that the web shop has not been set up in 2009. Furthermore, seven books were published in 2009.

The "Free Books" campaign, that took place in summer and the beginning of fall is one of the main reasons why we sold almost as many books as last year without having a web shop. The success was such that we even sold the whole University Press collection to the EIF.

The following seven books were published by the iimt University Press in 2009:

- **Dr. Fawer, Urs (2009):** Untersuchung zur Marktentwicklung von Identitätskarten in Europa mittels Szenario-Technik. ISBN 978-3-906428-97-4
- **Hess, Ralf (2009):** Interne Leistungsverrechnung: Methoden der Tarifiermittlung vor dem Hintergrund der wertorientierten Unternehmenssteuerung. ISBN 978-3-905814-08-8
- **Lüthi, Peter (2009):** Nutzen von Partnerbonusprogrammen. ISBN 978-3-905814-09-5
- **Van der Beken, Nico (2009):** Forensic Readiness. ISBN 978-3-905814-08-8
- **Schmidt, Markus (2009):** Entwicklung eines Wissensmanagement Konzepts in der HIS Consultants AG. ISBN 978-3-905814-06-4
- **Schürch, Gerhard (2009):** Open-Access-Netze: Erwartungen der potenziellen Konsumenten in privaten Haushalten. ISBN 978-3-905-814-07-1
- **Merten, Patrick Sinclair (2009):** The Future of Air Travel, Scenarios for the Evolution of the Passenger Process induced by Technological Innovations. ISBN 978-3-905814-10-1





## Membership of Organisations

In 2009 Prof. Dr. Stephanie Teufel was active in the below-mentioned organisations:

asut Fachkommission Ausbildung, President of the Committee

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

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

Golden Headset Awards – CallNet.ch, patron

KPMG, Member of the Steering Committee for the certification **SCESm071**

ICT Switzerland, Member of the Commission “ Education”

ISSS: Information Security Society Switzerland, Member

IT-Valley Fribourg, Founder Member (since 2000)

SARIT, Member

Schmalenbachgesellschaft für Betriebswirtschaftslehre, Member

SI-Fachgruppe: Security, Member

Münchner Kreis, Member



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

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

ICSNC 2009 – 4th International Conference on Systems and Networks Communications. Porto, Portugal, 2009. Reviewer and member of the program committee.

UBICOMM 2009 – The Third International Conference on Mobile Ubiquitous Computing, Systems, Services and Technologies. Sliema, Malta, 2009. Reviewer and member of the program committee.

IFIP – 24th International Information Security Conference (SEC 2009). Pafos, Cyprus, 2009. Reviewer and member of the program committee.

TrustBus 09 – 6th International Conference on Trust, Privacy and Security in Digital Business. Linz, Austria, 2009. Reviewer and member of the program committee.

DEXA 2009 – 20th International Conference on Database and Expert Systems Applications. Linz, Austria, 2009. Reviewer and member of the program committee.

WebS 2009 – 8th International Workshop on Web Semantics. Linz, Austria, 2009. Reviewer and member of the program committee.

71. Wissenschaftliche Jahrestagung des Verbandes der Hochschullehrer für Betriebswirtschaft, Nürnberg, Deutschland, 2009. Reviewer.

BPSC 2009, 2nd International Conference on Business Process and Services Computing, Leipzig, 2009. Reviewer and member of the program committee.

WI09 – Wirtschaftsinformatik 2009, Wien 2009. Session Chair and member of the program committee.

8th ISSA Conference. University of Johannesburg, South Africa, 2009. Reviewer and member of the program committee.

ENASE 2009 – 4th International Working Conference on Evaluation of Novel Approaches to Software Engineering. Milan, Italy, 2009. Reviewer and member of the program committee.

PMI Switzerland Chapter, Annual Members Meeting – Project Management XXL, Fribourg, 2009. Moderator.

D A CH Security 2009. Ruhr-Universität Bochum, 2009. Reviewer and member of the program committee.



## Organisation

### iimt Advisory Board

Mr. Peter Schöpfer (President until November 2009)  
Chief Marketing Officer, Avaloq Evolution AG

Mr. Walter Steinlin (President since November 2009)  
Head of Outlook Swisscom (Schweiz) AG

Dr. Werner Brinker  
Chief Executive Officer, EWE AG

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

Isabelle Chassot  
Privy Council Canton of Fribourg

Walter Frei  
Chief Executive Officer, Beratung in Personalfragen

Peter Grüschow  
Executive Board Siemens Schweiz AG

Clemens G. Jargon  
Vice President EMEA, Solyndra GmbH

Dr. Paul Kleiner (since May 2009)  
Chief Executive Officer, Hasler Stiftung

Dr. Hans Ulrich Pestalozzi  
President and Coach, Institute for Value-based Enterprise

Dr. Günter Pfeiffer  
Chief Personnel Officer, Swisscom AG

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

Dr. h.c. Bernard Schneider (until December 2009)  
Former President Executive Board PTT



## **iimt Institute Council**

Mr. Peter Schöpfer, President (until November 2009)  
Chief Marketing Officer, Avaloq Evolution AG

Mr. Walter Steinlin, President (since November 2009)  
Head of Outlook Swisscom (Schweiz) AG

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

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

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

Mr. Marcus Madelung (Students Representative / since November 2009)  
Sales Manager Europe Int. Accounts Sprint

Mr. Jacques Mauron  
Responsible Energy Management and Trading, Groupe E

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

Mr. Said Oualibouch (Students Representative / until May 2009)  
Senior Management Consultant

Dr. Martin Steinert (Assistants' Representative / until September 2009)  
Senior Research Associate iimt, University of Fribourg

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



## **iimt Scientific Council**

For the iimt's Subject Areas in 2009, the Coordinators were:

### **Information & Communication Technologies**

Prof. Antoine Delley

Professor, College of Engineering and Architecture of Fribourg

### **Strategy & Innovation Management**

Prof. Dr. Stephanie Teufel

Director iimt and Professor, University of Fribourg

### **Marketing Management**

Prof. Dr. Sascha Götte

Professor, Lucerne University of Applied Sciences and Arts

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

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

Professor, University of Berne

### **Managerial Finance**

Prof. Dr. Christoph Kaserer

Professor, Technical University Munich

Prof. Dr. Alfred Mettler

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

### **Management Accounting & Control**

Prof. Dr. Linard Nadig (until June 2009)

Professor, University of Applied Sciences and Arts Zug

Prof. Dr. Thomas Rautenstrauch (since November 2009)

Professor, University of Applied Sciences in Business Administration Zurich

### **Process & Excellence Management**

Prof. Dr. Thomas Friedli

Managing Director Tecteam, University of St. Gallen



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

Prof. Dr. Helmut Krcmar  
Professor, Technical University Munich

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

### **National & International Economics**

Prof. Dr. Philippe Gugler  
Professor, University of Fribourg

### **Law ICT Management**

Prof. Dr. Marc Amstutz  
Professor, University of Fribourg

Prof. Dr. Pascal Pichonnaz  
Professor, University of Fribourg

### **Law Utility Management**

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

### **Business Ethics**

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

### **Utility Technology**

Prof. Dr. Göran Andersson  
Professor, ETH Zürich

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



## **iimt Staff**

Director	Prof. Dr. Stephanie Teufel
Head of Executive Programmes	André Chappot (until March 2009) Barbara Jenni (since August 2009)
Head of Marketing & PR	Kirstin Stadelmann
Head of Research	Dr. Martin Steinert (until September 2009)
Marketing & PR	Anna Kufner (Trainee in 2009) Jeannine Maget (since August 2009) Katrin Schmitter (until August 2009)
Accounting	Antje Buchs (until June 2009) Patrick Mettraux (since June 2009)
Administration	Su Yinn Galeuchet (until August 2008) Petra Heumesser (since September 2009) Marianne Segessenmann Tamara Von Allmen (since August 2009)
Research Assistants	Caroline Kähr (until August 2009) Sandra Renevey (Trainee August – December 2009) Jan Schlüter Martin Stötzer (until November 2009)
External Ph.D. Students	Désiré Karyabwite Birgit Novy



## **iimt Commissions**

### **Best Paper Award**

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

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

### **Admission Commission**

Prof. Dr. Stephanie Teufel  
Barbara Jenni  
Prof. Dr. Philippe Gugler  
Jacques Mauron  
Roger Notter

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

### **Financial Committee**

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

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

### **Students Representative in the year 2009**

Mr. Said Oualibouch  
Mr. Marcus Madelung

Senior Management Consultant  
Sales Manager Europe Int. Accounts Sprint

### **Class Representative in the year 2009**

Marcus Madelung  
Reto Trinkler (intake 2008)  
Patrick Huber (intake 2007)  
Said Oualibouch (intake 2006)

Sprint  
basis06 AG  
Random SA  
Senior Management Consultant



## Contact

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