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### Next courses

#### Strategy & Innovation Management

06<sup>th</sup>-07<sup>th</sup> January 2015  
08<sup>th</sup>-09<sup>th</sup> January 2015  
26<sup>th</sup>-27<sup>th</sup> March 2015

#### Marketing Management

13<sup>th</sup>-14<sup>th</sup> January 2015  
15<sup>th</sup>-16<sup>th</sup> January 2015  
22<sup>nd</sup>-23<sup>rd</sup> January 2015

### Dear Graduates

At the beginning of your studies at the iimt, you were in the middle of your career and by choosing a further education, you decided to take the next step in your career, looking for new challenges and enrich your knowledge and experiences. You learned a lot of technical terms and got insights in several subject areas. You completed all requested modules, survived all examinations and handed in your theses. With all the new information, you are now able to transmit and share your knowledge within your company.

Beyond management skills, the daily interaction with students and lecturers created a specific environment in the University of Fribourg. You gained a lot of new friends and enlarged your professional network. We, the iimt, benefited from you too. We have got new insights, knowledge and opinions which broadened our horizon and thus resulted in an improved course structure.

I am very proud that you have achieved your aim after this long journey and hope to see you all from time to time at an iimt event.



**Petra Heumesser**

Head of Executive Programmes



# LEADERS LAUNCH 2014

## Energy turnaround – What about Switzerland’s pioneer role?

A unique happening full of interesting discussions and amazing people in a great atmosphere: this year's Leaders Launch - Talk & Dine Event - took place on the 28<sup>th</sup> of November 2014. The event combined the graduation of the Institute’s executive students and a fascinating panel discussion.



About 70 persons took part in this event and gathered at the University of Fribourg. This was a perfect occasion to bring together Graduates, their families, academics and leaders from the industry. This year, seven students graduated and received the titles: “Executive MBA in ICT Management”, “Executive MBA in Utility Management”, “Executive Diploma in ICT Management”, “Executive Diploma in Utility Management” or “Executive CAS in ICT Management”.

The Graduates, future managers, have completed their study programme at the iimt while working; they gained the analytical, functional and interpersonal skills necessary for success in a management environment and an increasingly complex, global business.

Another highlight of the ceremony was the reward for the best thesis of the previous year. Daniel Schneuwly received the award for the "Best Paper Award 2013" with his EMBA work entitled "Absichern gegen ungünstiges Wetter Fallbeispiel Jungfraubahn Holding AG". During the

ceremony the special price for the best introduction to the final thesis was also handed over: the "Best Management Summary". The winner of this award was the final work of Adrian Krummen.

After a short break, under the motto "Energy turnaround - What about Switzerland's pioneer role?", five top speakers from the industry critically discussed the role of Switzerland regarding the energy turnaround. Even though Switzerland is a leader in innovation, it is not necessarily the case in the energy field. A rich discussion with Frédéric Gastaldo (CEO Swisscom Energy Solutions SA), Dr. Matthias Gysler (Chief Economist Swiss Federal Office of Energy SFOE), Kurt Lüscher (CEO Energy 360° SA), Dr. Tobias Reichmuth (CEO SUSI Partners SA), Niklaus Zepf (Head of Corporate Development Axpo Holding SA), under the moderation of Stefan Sagmeister (Editor Energate gmbh) took place.



In the late afternoon, the participants had the opportunity to interact, to meet new people and to network around a hearty appetizer.



# LEADERS LAUNCH 2014

## Executive MBA in ICT Management

**KRUMMEN Adrian**

Einführung der Cloud bei  
Swisscom ITS - Marktanalyse,  
Definition, Einführung

**SAGER Mathias**

Internet of Things and Big Data:  
Cooperative Smart Home Data  
Governance

**SHIRLEY Ian**

Development of a Global  
IT Service Model for an  
International B2B2C Company:  
A Competitive Analysis of the  
Case of AGA

## Executive MBA in Utility Management

**BENFARES Rachid**

Agile and Waterfall: A Hybrid  
Approach For Competitive  
Advantage

## Executive Diploma in ICT Management

**LANGER Rino**

Advantages and challenges of  
working in Virtual Teams

## Executive Diploma in Utility Management

**ZURKINDEN Patrik**

Strategiekklärung und  
Erarbeitung einer Balanced  
Scorecard für den Bereich  
Projekte und Technik bei SBB

## Executive CAS in ICT Management

**SIEGENTHALER Daniel**

Effiziente und effektive  
Produktentwicklung in einer  
KMU im Sektor der industriellen  
Elektronik



On the picture: Daniel Siegenthaler, Julien Jolliet (repl. Rino Langer), Adrian Krummen, Ian Shirley, Prof. Dr. Stephanie Teufel, Patrik Zurkinder, Petra Heumesser, Rachid Benfares

# LEADERS LAUNCH 2014

## Best Paper Award 2013

Every year, the Best Paper Award aims to reward the best written Executive MBA (or Diploma) project, based on different criteria, according to: the topicality, the academic and scientific aspects, the overall impression, the connection to the domain of ICT or Utility, the interest for the targeted audience and the global interest of the publication.

The following four students have distinguished themselves in writing their EMBA thesis in 2013 and were candidates for the Best Paper Award prize:

### GIGER Christian

Wie sieht die Entwicklungsmöglichkeit der Entsorgungsunternehmen in der Schweiz aus?

### SCHNEUWLY Daniel

Absichern gegen ungünstiges Wetter: Fallbeispiel Jungfraubahn Holding AG

### STEULET Grégory

Orientation and guidelines for IT professionals towards the best Data Center solution

### VANNAY Claude-Alain

Quels services IT pour le sport Suisse?

All the projects were evaluated by the Committee, which is composed of representatives from the industry and the academic world. The committee consists namely of:

Prof. Dr. Reiner Wolff (President)  
University of Fribourg

Mr. Werner Dreier  
Swisscom (Schweiz) AG

Mr. Daniel Huber  
Bern University of Applied Sciences

Dr. Bernhard Kessler  
Revendex

Prof. Dr. Stephanie Teufel  
iimt University of Fribourg

The winner of the Best Paper Award 2013 is:

### SCHNEUWLY Daniel

Absichern gegen ungünstiges Wetter: Fallbeispiel Jungfraubahn Holding AG

## Best Management Summary 2014

Mr. Carlo Dietiker (jury and iimt alumni member) handed over the "Best Management Summary" award:

### 1<sup>st</sup> prize

KRUMMEN Adrian



### 2<sup>nd</sup> prize

SIEGENTHALER Daniel



### 3<sup>rd</sup> prize

SHIRLEY Ian





## New iimt website

The iimt is proud to present its new Website; the iimt wanted to have a more dynamic website, which is at the same time perfectly adapted for all mobile devices. New look, new design, more interactivity, more information!

Read the latest news of the iimt, the agenda the next events and don't miss any major information about the iimt.

Keep updated and check it out!

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



## Internationality in iimt courses

The iimt course "Project Management" took place from the 18<sup>th</sup> to 21<sup>st</sup> of November. The participants learned why project management is essential to achieve the companies' strategies and to lead projects to success.

But not only was the input from

leading experts crucial, the exchange of know-how between the course participants was also remarkable as 10 different nations were represented in the classroom.

Students from Switzerland, Italy, Ghana, Argentina, Brazil, Ethiopia, India, Egypt, Israel and

Finland shared their project management experience and made it a precious experience.

Once again the internationality of the iimt courses has been demonstrated and how important it is to exchange international knowledge.





# NEXT COURSES

## Next Courses in January

We will start the New Year 2015 with exciting courses. The upcoming courses will allow you to face all the challenges of the year. Get inputs to innovation strategies and marketing oriented management that will lead your company to success. The iimt is offering the following courses.

### Strategy & Innovation Management

#### Module 1: 6<sup>th</sup> - 7<sup>th</sup> January

Introduction to the concept of strategy; The tool of strategic analysis, market and resource based; The nature and sources of competitive advantage

#### Module 2: 8<sup>th</sup> - 9<sup>th</sup> January

Achieving a competitive advantage; Core capabilities and sustainability; Corporate strategy aspects

#### Module 3: 26<sup>th</sup> - 27<sup>th</sup> March

Industry dynamics of technological innovations; Formulating a technological innovation strategy; Implementing business model innovation strategy

#### International Speakers:

- Prof. Dr. Michael Barrett, University of Cambridge, UK
- Prof. Dr. Simon Peck, Case Western Reserve University, USA

#### Speakers:

- Claude Gremion, Groupe E SA, Fribourg
- Kurt Lüscher, Energie 360° AG, Zurich (invited)
- Dr. Dieter Reichelt, Axpo Schweiz AG, Baden
- Dr. Martin Schmatz, IBM Research, Zurich (invited)
- Prof. Dr. Stephanie Teufel, iimt, University of Fribourg

### Marketing Management

#### Module 1: 13<sup>th</sup> - 14<sup>th</sup> January

Introduction to Marketing & Market; Marketing Research & Objectives; Customer & Competition Oriented Strategies

#### Module 2: 15<sup>th</sup> - 16<sup>th</sup> January

Marketing Instruments (Product, Price, Place, Promotion); Marketing Implementation; Marketing Mix

#### Module 3: 22<sup>nd</sup>- 23<sup>rd</sup> January

International Markets & Strategies; International Marketing Mix; International Market Selection; Importing & Exporting

#### Speakers:

- Prof. Dr. Sascha Götte, Lucerne University of Applied Sciences & Arts
- Thomas Grom, Medela AG, Baar
- Lars Losinger, BKW ISP AG, Bern
- Joannis Mourouzidis, Microsoft Schweiz GmbH, Wallisellen
- Dr. Johannes Schimmel, Swisspower Services AG, Zurich

#### International Speaker:

- Prof. Dr. Marc Fetscherin, Rollins College, Crummer School of Business, USA





# NEXT COURSES

## Next Courses in March

Teamwork, Collaboration and Employees are the key to success in today's companies. HR Management combined with effective and smooth processes in your daily challenges may help you on the road to success and strengthen your personal and professional growth. We are pleased to inform you about our upcoming courses in March 2014.

Don't miss the opportunity to take an active part in business excellence.

### Organisational Behaviour & HR Management

#### Module 1: 10<sup>th</sup> - 11<sup>th</sup> March

Personality; Teamwork; Motivation; Organisational justice; Employee engagement

#### Module 2: 12<sup>th</sup> - 13<sup>th</sup> March

Strategic HRM; Employment contract; Attracting & selecting employees; Developing & performance managing employees; International HRM

#### Module 3: 17<sup>th</sup> - 18<sup>th</sup> March

Leading strategically including; Personal leadership styles; Strategy and goal setting; 360° Feedback; Strategy stories

#### International Speakers:

- Prof. Dr. Kerstin Alfes, Tilburg University, The Netherlands
- Prof. Dr. Amanda Shantz, York University, Canada

#### Speaker:

- Mrs Christine Ledergerber, Ledergerber Hinderling Consulting, Zurich

### Business Ethics

#### Module 1: 3<sup>rd</sup> - 4<sup>th</sup> March

The role of business in society; Ethical and unethical decision making; Managing organisational integrity; Responsible supply chain management; Towards a new world order; The transformation of society; Corporate social responsibility: theory and practice; Global business and global societies

#### Speaker:

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

### Process & Excellence Management

#### Module 1: 19<sup>th</sup> - 20<sup>th</sup> March

Process management; Strategic and operative process management; A practical insight in process oriented reorganisations

#### Module 2: 24<sup>th</sup> - 25<sup>th</sup> March

Quality concepts; Models and tools; Excellence programmes in the industry; Business excellence in practice and theory

#### Speakers:

- Prof. Dr. Fritz Fahrni, ETH Zurich & University of St. Gallen
- Prof. Dr. Thomas Friedli, University of St. Gallen
- Prof. Dr. Lüder Tockenbürger, PRO4S & Partner, Gossau SG

#### Course fee:

CHF 1'400.- (for 1 module)  
CHF 2'800.- (for 2 modules)  
CHF 4'200.- (for 3 modules)

#### Location:

iimt, University of Fribourg

#### Course language:

English

With the successful completion of a course, it is possible to credit the modules towards a future Executive MBA, DAS or CAS in ICT or Utility Management.



# EVENTS

## Social & Fun Event 2014

The Social & Fun Event 2014 took place in Fribourg Saturday, the 4<sup>th</sup> of October under sunny skies. Many members of the iimt world participated to this marvelous event.



After a guided tour in Fribourg on board of a touristic train, the exhibition "L'Oracle du papillon" was visited. The participants discovered how ecology can rhyme with pleasure, without any restriction or guilt.

This revolutionary and interactive exhibition highlights, by mixing art, technology and science, the climate changes on our planet and invites you to experience them under different angles.



The iimt staff would like to thank all the participants for this extraordinary event and is looking forward to welcoming you next year at the Social & Fun Event.



## iimt Masterclasses: retrospective

Throughout the year 2014, the iimt organised five different Masterclasses. The last two of the year took place in September and in November.

On the 27<sup>th</sup> of September 2014, the iimt welcomed **Top Speaker Mr. Pierre-Alain Graf**, CEO Swissgrid. With the title: "Sun and Wind: Mastering the change in the grid - How Europe's electric infrastructure copes with new challenges", Mr. Graf gave during his presentation an insight of the challenges in a changing energy world. He also provided hints on how market-oriented solutions as well as operational tweaks and twists can help to solve problems of a constrained energy infrastructure in a fast changing environment.

On the 20<sup>th</sup> of November 2014, the last iimt Masterclass of the year took place with the **Top Speaker Mr. Christian Schmid**, Manager in the Zurich office Campana & Schott. Mr. Schmid explained, with illustrative examples and references taken from the field of project management, how Social Collaboration can improve our business.

The iimt warmly thanks Mr. Graf and Mr. Schmid for their fascinating presentation and the numerous participants for their presence at both iimt Masterclasses.





## smart living lab



The smart living lab project is a cutting-edge, inter-disciplinary, inter-institutional platform that combines several lines of research related to construction technologies: material sciences and fluid mechanics, renewable energy production systems that take into account aspects that are related to the occupation of a building, the living space and housing, such as comfort, health and air quality. It aims to be a center of national scope, recognised on an international level and involving a variety of players and institutions.

It brings together the skills of the Ecole Polytechnique Fédérale de Lausanne (EPFL), the School of Engineering and Architecture (EIA-FR) and the University of Fribourg (UniFR) in the areas of technology and materials, as well as law and human sciences. Collaboration with other institutions, such as the Swiss Federal Laboratories for Materials Science and Technology (EMPA), is to be considered. The smart living lab contributes to developing knowledge linked to the built environment of the future not only on a technical but also on a societal level.

The future building of the smart living lab and the site of the blueFACTORY represent a unique environment for experimenting on a real-scale neighborhood. As the University of Fribourg had this in mind, it was gradually integrated into the project to help with aspects related to the economy, construction law and human-building interactions.

At the University of Fribourg, three research groups of approximately fifteen researchers will bring their knowledge to the table on the following subjects:

- Construction law, especially the creation of regulations which will allow to integrate innovation and sustainability issues in the construction field
- Human-machine interaction in buildings; exploring the relationship between the individual and the smart building he inhabits
- The Low Carbon Society and its integration into the economic, private and public sectors



The strategic management of the smart living lab is provided to all partner institutions by a Joint Steering Committee. The implementation is taken care of by an Operational Committee in which Prof. Dr. Stephanie Teufel, Director of the iimt, is represented. At present, three main projects are led by a project team and followed by scientific committees.

### Solar Decathlon

The EPFL, the School of Architecture and Engineering of Fribourg and the University of Fribourg are going to make up a team for the Solar Decathlon, a competition which consists in designing and building energy-efficient houses powered by the sun, thus avoiding the use of fossil fuels. Working together, the future architects, engineers, scientists, and designers will create a functional,

comfortable, sustainable, real-scale house in an urban area, entirely powered by the sun. As its name suggests, the Solar Decathlon consists of 10 contests. It is nothing like a sports competition, although the capabilities and skills of students are put to the test to best meet the different evaluation criteria, such as architectural design, energy efficiency, urban integration and public awareness.

More information about the smart living lab project is available on [www.smartlivinglab.ch](http://www.smartlivinglab.ch)



# SHORTCUTS

May this Christmas end the present year on a cheerful note and make way for a fresh and bright new year. Here's wishing you a Merry Christmas and a Happy New Year! The international institute of management in technology and all iimt staff members would like to thank you for your cooperation and commitment during the year.



The iimt staff wishes you a Merry Christmas and a successful new year.