

Research Institute for  
International Management



University of St.Gallen



*“From insight  
to impact”* 

Annual Report 2018

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Preface by Prof. Winfried Ruigrok

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# Preface

## Dear Reader

At the Research Institute for International Management, teaching, research and impact activities are organised in two broad clusters. As the image on the title page suggests I invite you to take a deep look on our activities 2018.

The first cluster focuses on the rise of Asian business and the opportunities and implications for Swiss and European companies. In this cluster, the Asia Connect Centre (ACC), the India Competence Centre (ICC) and the China Competence Centre (CCC) developed a broad set of teaching, research and applied projects. Let me mention one of many highlights. In September 2018, the First Sino-Swiss Free Trade Agreement (FTA) Academic Evaluation Report was presented in the buildings of the Canton St.Gallen in the presence of Cantonal Minister Bruno Damann, Cantonal Minister Beni Würth, Cantonal State Secretary Canisius Braun, and the President of the Cantonal Government Stefan Kölliker. Numerous high-ranking executives and civil servants attended the event, e.g. the State Secretary for Economy Ms Marie-Gabrielle Ineichen-Fleisch and Chinese Ambassador to Switzerland Mr GENG Wenbing.



The second cluster focuses on the role of teams in the changing global context. This cluster consists of the Competence Centre for Diversity and Inclusion (CCDI), the Competence Centre for Top Teams, the Corporate Governance Competence Centre (CGCC), and the Competence Centre for Global Account Management (CGAM). CCDI has grown fast in 2018, as companies increasingly appreciate CCDI's support in promoting diversity and inclusion, and fighting wage discrimination. CGAM obtained widespread business attention for the awards that various companies participating in its programmes received in 2018.

A final highlight to be mentioned here is that Prof. Dr. Dimitrios Georgakakis returned from the Texas A&M University to FIM-HSG in August 2018. Only two months later, at a ceremony held at the University of Geneva, he received the prestigious Latsis award for the best young scholar at the University of St.Gallen.

I want to thank all faculty and staff for the energy they put into their work in 2018, and our partners and customers for their support!

A handwritten signature in black ink that reads "W. M. Ruigrok". The signature is written in a cursive style with a horizontal line underneath the name.

Prof. Dr. Winfried Ruigrok  
Director Research Institute for International Management

# ASIA CONNECT Center-HSG (ACC-HSG)

The ASIA CONNECT Center-HSG at the University of St.Gallen supports European companies along their market entry & expansion processes in Asia and companies from Asia in Europe.



The ASIA CONNECT Center-HSG provides unique CONTEXTUAL INTELLIGENCE for European companies in Asia and Asian companies in Europe.

## Insight

In 2018, the ASIA CONNECT Center-HSG continued its work focusing on the provision of “Contextual Intelligence” and “Business Ecosystem Development” for companies from the St.GallenBodenseeArea (SGBA) in Asia as well as companies from Asia in Europe.

In this context, the ASIA CONNECT Center-HSG succeeded in starting several new initiatives but also finished its work for a Chinese customer.

Dr. Moser also continued to develop a new concept called “Contextual Intelligence Platform” that supports European and Asian senior executives alike when making market entry or expansion decisions. The concept is especially well received in emerging markets such as India & Indonesia where senior executives are facing very dynamic business environments.

During the year 2018 the ASIA CONNECT Center-HSG

has therefore invested a lot of time into a cloud-based IT platform concept which is likely to be finalized early 2019 and can be combined with online training programs to support companies from St.GallenBodenseeArea in their Asia-focused projects.

## Highlights

In 2018, the ASIA CONNECT Center-HSG has been able to further consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) activities.

Especially the operations in India developed positively and 2018 resulted in two Indian companies that set-up their global HQs in the region. One of them, SatSure AG,

is among the globally leading start-ups in the area of satellite data analytics and has the potential to significantly contribute to a larger Agriculture 4.0 initiative in the region.

Late 2018, Dr. Moser also supported the first large-scale executive education program of the Executive School of the University of St.Gallen in the Middle East. The program was well received and is likely to be continued in 2019.

### Activities and Projects

During the first 7 years of its existence the ASIA CONNECT Center-HSG has supported close to 120 companies in more than 280 coaching sessions and has conducted more than two dozens of small applied projects on Contextual Intelligence and local “problem-solving” in Asia for the benefit of companies from the St.GallenBodenseeArea.

Moreover, it has also extended its support on the provision of Contextual Intelligence about Digitization and helped the ASIA Club as well as the Social Business Club at the University of St.Gallen (Students) to organize several informal meetings between students, local executives & market expansion service providers to identify common interests and potential synergies.

### Outlook 2019

In 2019, the ASIA CONNECT Center-HSG will continue its activities and try to further support companies from the St.Gallen-BodenseeArea with specialized services and insights when it comes to business development in Asia. However, the Contextual Intelligence Platform for SGBA focusing on Asia will also allow local companies to apply the same tools for other new business environments such as Digitization or 3-D Printing. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Center and the India Competence Center at the Research Institute of International Management (FIM-HSG).



# India Competence Centre (ICC)

The India Competence Centre at the University of St.Gallen advances the understanding of doing business in India and with Indian companies in a global context.



The India Competence Centre has developed a unique research focus on the development of innovative infrastructure solutions in rural India such as water shops. Jival is a spin-off of one of Dr. Moser's teaching courses at the University of St.Gallen.

## Insight

The India Competence Centre has advanced its research activities on innovative infrastructure solutions (focus on access-based business models) in rural and semi-urban India.

Specifically, Dr. Moser and his colleagues from TU Dortmund and IIM Kozhikode as well as IIM Bangalore have continued their work on solutions in healthcare & water access as well as mobility solutions to bridge the last-mile in rural and semi-urban India.

Moreover, the India Competence Centre has further developed its doing business in India framework and supervised numerous bachelor and master theses to develop even more insights for executives and academics alike.

In particular, it has successfully offered for the second time a joint course with Prof. Dr. Paul Rollier from the School of Humanities and Social Sciences at the University of St.Gallen. The course happens in Udaipur, India, and focuses on the society & business in India in a real-life

environment where students need to conduct on-the-ground analyses to support the local HSG start-up, Jival, in their local business activities.

## Highlights

For the last six years, Dr. Moser has served as the only Adjunct Professor of Business Policy & Strategy at the renowned Indian Institute of Management in Udaipur ([www.iimu.ac.in](http://www.iimu.ac.in)) and he will continue in 2019.

As part of the ongoing research efforts, Dr. Moser and his collaborators were able to publish a paper on access-based business models at the Base of the Pyramid in the highly prestigious Journal of Service Research.

Similar to the previous year, Dr. Moser and his colleagues received two prestigious awards / research funds:

- Finalist, PTC/ITC International Impactful Collaboration

Award, Academy of Management.

- University of Liverpool Pump Priming Research Fund, UK.

Other important highlights where the meeting of Dr. Moser with the Chief Minister of Andhra Pradesh in Zurich before the World Economic Forum as well as the visit of H.E. Ambassador Sibi George, Ambassador of India to Switzerland, Principality of Liechtenstein and the Holy See.

## Activities and Projects

The India Competence Centre at the University of St.Gallen is dedicated to research and teaching activities.

Like last year, the India Competence Centre has offered two “doing business in India” courses at the BSc level.

The spring course on “classic” doing business in India challenges including market entry and business (model) development is jointly organized with Prof. Shainesh G from the Indian Institute of Management in Bangalore.

For the second time, the autumn course focusing on the development of innovative infrastructure solutions was jointly organized and offered with Prof. Paul Roller, Assistant Professor of South Asian Studies at the School of Humanities and Social Sciences of the University of St.Gallen. The course was offered off-site in Udaipur, India, where 18 students explored the challenges of doing business in India in a real-life environment. Different to prior years, the case company is now Jivana Vitality Pvt. Ltd., a real Indian company founded by three HSG students in Udaipur in 2014.

Moreover, Dr. Moser jointly with Devinder Singh from PwC Switzerland offered another one-day program on “negotiation tactics in the Indian-European context” for the Global Negotiator Program at the University of St.Gallen.

In addition to the numerous teaching activities at the bachelor and executive education level, the India Competence Centre established a long-term collaboration with Prof. Dr. Gopalakrishnan Narayanamurthy from the University of Liverpool. Prof. Narayanamurthy had spent several months as PostDoc Scholar at the Research Institute for International Management from mid 2017 to mid 2018 before. Prof. Moser and Prof. Narayanamurthy have jointly started several data collection projects in India to further increase the insights about innovative infrastructure solutions in semi-urban and rural India.

## Outlook 2019

In 2019, the India Competence Centre will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions.

In particular, Prof. Moser and Prof. Narayanamurthy from the University of Liverpool will further expand their research activities through the inclusion of additional scholars from their network in India.

Finally, the India Competence Centre will also serve in the future as knowledge hub for companies working with the ASIA CONNECT Center-HSG on concrete business development projects in India.



# China Competence Centre (CCC)

The China Competence Centre's three pillars are research, teaching and practice.

In fulfilling its mission CCC is becoming a bridge of productive exchange and friendship between Europe and China, having as one of its core initiatives the Sino-Swiss Competence Centre (SSCC). Conceived by the Canton of St.Gallen and FIM, SSCC contributes to the Sino-Swiss relationship. The launch of the First Sino-Swiss Free Trade Agreement (FTA) Academic Report was a success that transcended academic borders and geographical frontiers.



“CCC offers a range of services to provide a gateway for Swiss/European companies internationalising in China, as well as for Chinese firms expanding into Switzerland and Europe. In this regard, the CCC works closely with FIM's Asia Connect Centre (ACC) in a variety of areas such as advising Chinese investment projects in Switzerland. These initiatives are coordinated and run under the auspices of the St.Gallen Bodensee Area (SGBA).”

## Insight

The China Competence Centre (CCC) at the University of St. Gallen, advances its mission of China research and teaching, as well as China oriented services. Specific CCC initiatives include developing China-oriented Executive Education, tailor-made projects in collaboration with China's leading universities, institutions and companies and contributing to international China research collaboration projects.

## Highlights 2018

### Sino-Swiss FTA Report

Following the establishment of the Sino-Swiss Competence Center (SSCC) in May 2017 in Beijing China, in the presence of President of Swiss Federation Doris

Leuthard, the Minister of Education of Canton of St. Gallen Stefan Kölliker and Ambassador of China to Switzerland GENG Wenbing, SSCC has one goal in mind: the production of the first Sino-Swiss FTA Academic Report.

The Sino-Swiss FTA academic evaluation report was produced in bilateral collaboration by the University of St.Gallen (HSG), the University of International Business and Economics (UIBE) in Beijing and Nanjing University leading to important and novel insights.

The first and immediate benefit of the Sino-Swiss FTA are practical opportunities resulting from exporters saving customs duties because of the implement substantial reductions in tariffs. The size of these benefits was established for the first time.



The report explored the extent to which the FTA is utilized by firms and examines differences across sectors in utilization of the FTA in both trade directions. It also pointed to the future. For Swiss companies, the incentive to utilize the FTA in exports to China increases every year, with the phasing out of tariffs. Especially successful have been the Swiss watch, machinery and pharmaceutical industries.

An important question becomes why firms do not make effective use of the FTAs. Reasons vary. The report was also a call for FTA education and for upgrading the functioning of the FTA.

This brings us to the ultimate question of whether the FTA effectively increased bilateral trade. The answer is a resounding 'yes.' The final part of the analysis, saw the application of state-of-the-art statistical methods allowing for a counterfactual estimate of how much more Switzerland and China trade today because of the bilateral FTA. The results suggest large annual benefits of more than a billion Swiss Francs both in exports and imports.

### Launch event and media impact

The FTA Report launch event took place at the *Kantonsratssaal* of the *Regierungsgebäude*, and was graciously hosted by the Canton of St.Gallen and the St.Gallen Bodensee Area (SGBA). Cantonal Minister Bruno Damann, Cantonal Minister Beni Würth, Cantonal State Secretary Canisius Braun, and the President of the Cantonal Government Stefan Kölliker held speeches for the Chinese and the Swiss authorities and all the participants to the event. These included representatives from Switzerland Global Enterprise, SECO, EDA, Economiesuisse, the Sino-Swiss Chamber of Commerce, the Chinese Embassy in Switzerland, plus several Chinese institutions and universities. The event was extremely honored to count with Chinese Ambassador to Switzerland GENG Wenbing and the State Secretary for Economy and SECO Director Marie-Gabrielle Ineichen-Fleisch.

At the launch event a press conference was held with close to 20 journalists from Switzerland and China, producing over 50 articles. The event had an impact beyond academia in the realm of business practice and policy-making and thanks to its media diffusion new insight on the Sino-Swiss FTA reached the general public.



<http://news.cri.cn/2018-09-27/43799f87-8c36-b883-c4a8-d77d5ccdd82a6.html>  
27. September 2018

### 中瑞自贸协定首份评估报告对协定实施成果予以积极评价

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中国驻瑞士大使取文兵出席会议并致辞

国际在线消息 (中国国际广播电台记者 张婧昊) : 当地时间9月26日, 2018中瑞自贸协定评估报告会暨“一带一路”合作研讨会在瑞士东北部城市圣加仑召开。两国政府部门及专家学者对中瑞自贸协定的实施情况进行了分析评估, 就所取得的成效给予了肯定, 并对未来的发展充满乐观与期待。

### Belt & Road Initiative (BRI) and Eurasian business integration

CCC will continue its unique research on China's Belt and Road Initiative (BRI). In 2018 the center successfully delivered in Bern the EDA project on the theme of BRI as norm-shaper and the positive contributions that Switzerland could make in this context. The plan is to continue our BRI research from a perspective of institution building, new technologies and governance (incl. cross-border e-commerce).

BRI could also lead to closer economic and business integration across Eurasia. In 2019 CCC will be working with partners in China, Russia, Kazakhstan to develop Eurasian themed research and develop unique executive programmes.

### Outlook 2019

For 2019 CCC plans to continue its China research and teaching and deepen collaboration with Chinese partner intuitions and firms. One of the most important projects will be SSCCs research on the second edition of the Sino-Swiss FTA Academic Report.

### What is SSCC?

A bilateral academic initiative based at the University of St.Gallen (FIM-HSG) and at the University of International Business and Economics (UIBE) in Beijing, China. In Switzerland, SSCC is a strategic initiative and enjoys the partnership of the Office for Economy and Labour of the Canton of St.Gallen. SSCC's mandate is to develop research projects. All projects seek to produce evidence-based insight and knowledge to support decision-makers, firms and policy-makers. SSCC will enable direct interaction between Swiss and Chinese business representatives and between business representatives and policy makers.

# Competence Centre for Top Teams (CCTT)

The Competence Centre for Top Team at the University of St.Gallen has as its mission the understanding of high-performance at top teams. It does so with its unique via research and the on-going development of its unique St.Gallen Top Team (SGTT) model. The model has six components. The 1-2-3, (1) team composition, (2) team leadership and (3) team performance; as well as the A-B-C, (A) objectives, (B) resources, and (C) context. The ultimate impact objective of CCTT is fostering high-performing teams. FIM's international mandate and spirit means diverse contexts, and we work and research teams across the world from Europe to Asia.



SGTT has been an extremely effective framework in course-work. Here Stephanie Schoss, co-director of CCTT and teaching faculty enabling teams at the SIM Entrepreneurship course. Each student team's objective was to develop a top venture.

## Insight

The University of St. Gallen (HSG) is one of leading business schools in the world and has a unique reputation for having produced some of the most important business and entrepreneurial leaders and top teams in Europe. The University is thus the natural host for the Competence Center for Top Teams (CCTT-HSG).

CCTT is bound together by a strong two-way link between the pillars of Academia and of Practice. Hence emerging innovative practices will be identified, codified, placed in relevant frameworks and tested. This research is carried out in close cooperation with actual Top Teams; the uncovered emerging and innovative practices are then deployed for the benefit of Top Team performance.

CCTT's new good practices will be published in practitioner papers aiming at audiences engaged in business. We also work directly with the business world

in the context of top teams in entrepreneurship, management and boards. In parallel our executive education platform will diffuse this cutting-edge knowledge on top teams in a series hands-on, performance oriented practice and programs, centered on real Top Team challenges.

## Highlights

Teams continue to be on the rise across all organizational types and levels. Previously, teams often performed clearly specified routine tasks. Today teams integrate diverse specialists and senior executives, and increasingly perform missions critical to the organization, incl. strategic change or growth projects. However, for a variety of reasons, teams may fail to live up to their potential. Organizations know how to manage departments and divisions, but have no models to *consistently build and maintain high-performance teams* across the organization.

During 2018 the main objective of CCTT was to fine-tune and academically test the framework for the St Gallen Top Team (SGTT).

We have achieved progress as per:

1. Proposed an original and comprehensive framework for monitoring existing teams.
2. Developed survey tools to quantify team leadership and processes.
3. Consolidated the novel and proprietary notion of “We Consciousness”, which is able to measure team spirit, both its affective and its cognitive components.
4. Advanced in the development of SGTT modules related to team composition, which have an important impact of practice.
5. Advanced in the design a unique, web-based platform that will allow teams of users to self-take surveys.



The SGTT Model answering the question, what are the metaphors explaining the SGTT Canvas?

comprehensive understanding of success factors and barriers among the sales teams in order to ensure better customer experience and sustainable sales growth. Ultimately, our model can help role out best practices across the full organisation.

On the applied research front Tomas Casas, co-director of CCTT, worked on leadership, which is the overarching subject that address teamwork, in two directions. First on narrative economics leadership, and then on the role of culture on leadership and teams, in the context of China and Russia.

### Activities and Projects

The SGTT framework has been implemented in a variety of settings, such as courses in China at Fudan University, in Canada at the University of Toronto and at our university for at SIM and CEMS course Master-level course. The benefit of SGTT insight to the learning was critical.

At the same time, SGTT is working with private firms on developing custom solution and strategic partnership.

For instance, for a client we propose to analyse sales data and identify influential team factors and interactions. This is done based on instruments applied to generate a

### Outlook 2019

For 2019, CCTT plans a final push for the SGTT model development including completion of validation of the We Consciousness as well as other modules. Of special importance will be the modules related to diversity. Including both the surface and deep level team composition. We also plan to consolidate two types of partnerships, one with leading corporations where SGTT measures and adds value to the team. The second is with technology companies so as to launch a new web-based universally accessible survey for team that leverages the latest technology with compliance standards.



Prof. Klaus Schwab, WEF’s founder and executive chairman, engaged the student teams and provided valuable insights on the 4<sup>th</sup> Industrial Revolution narrative.

# Competence Centre for Global Account Management (CGAM)

CGAM's mission is to shape the future of collaboration. As the world's leading platform for B2B customer-supplier relationships, we help companies around the globe to develop winning go-to-market strategies and operating models based on extensive research and practical experience.



The Class of 2018 of the "Accelerating Global Growth" Program after Graduation on September 13, 2018 in old-town St.Gallen.

## Highlights 2018

Following St.Gallen's motto "From Insight to Impact", we continued our services to the global B2B community as planned. As in the past, we conducted more than a dozen events for our corporate partner network which has grown to more than 1000 alumni to date.

A special highlight was the 6<sup>th</sup> Annual GAM Summit which was attended by nearly 100 global sales professionals from all over the world and featured guest speakers from companies like Geberit, Sonos and Vodafone.

Further highlights included the successful completion of various educational courses at the Master Level and student projects for companies like Konica-Minolta, Schindler, Schneider-Electric and Thermo-Fisher.

Most importantly, however, were proudly noticed further success stories of the graduates of our Post-Graduate Education programs at the Executive School. The following three examples illustrate how we could help our graduates to create real impact from real insights.

## *Becoming a Super-Supplier: The case of DSM and Bayer*

When Dr. Theo Graser from DSM attended the GCP Program (Class of 2012), the relationship with Bayer was already in a robust condition. But both parties felt that there was still a long way to go until DSM would qualify for a 'super-supplier' status at Bayer. Six years later, Theo and DSM are proud winners of the VCP Impact Award in the category „Customer Impact“, having effectively created real impact from real insights. Using his mandatory certification project as a kickstarter, Theo was able to convince stakeholders on both sides to sponsor a joint Value Creation Initiative. The purpose was to help Bayer generate new business based on DSM's science-based insights beyond the existing portfolio perspective. Within the next few years, business grew well above average and today the DSM-Bayer business relationship is not only almost twice the size, but also one of the showcases for collaborative B2B relationships in both organizations. „While it sometimes felt a bit like the famous search for the ‚golden egg‘, we greatly benefited from the work at St.Gallen, as it forced us to constantly demonstrate the value we generated for and together with the customer. Especially when you mainly apply a technical perspective, learning how to quantify value was

a very unique insight which created real impact for both organizations”, says Theo Graser.



Dr. Theodor Graser (L) and Christoph Senn (R)

**Turning around the business with international customers: The case of Tetra Pak**

Managing strategic customers has a long history at Tetra Pak and first efforts started already more than 15 years ago. But even though business with global customers and local „heroes” was running well, Tetra Pak noticed a fundamental issue with their international customers. These customers often found themselves in a ‚sandwich-position’. They were not fully global but still operating in multiple countries at the same time, which presented a challenge to Tetra Pak’s organizational setup. On top of that, business with these customers started to decline. Acknowledging the need for a next-generation coverage approach for these customers, Niels Hougaard attended the St.Gallen GCP (Class of 2012) with the mission to write a Value Creation Project Paper on the turnaround of Tetra Pak’s international customer business. During the eight-month period of the GCP program, Niels analyzed the current state of account management from an inside-out as well as an outside-in perspective. Building on these insights, he then conceptualized the building blocks of the new international customer program and implemented his roadmap step by step. Already after one year of implementation, business with international customers was getting back on track and outgrew the other two account groups (global and local) by factor 2 respectively factor 5. A case in point was the better-coordinated approach towards Unilever, where the setup changed from an independent country focus to a truly international perspective. The results were not only aligned roadmaps for joint innovation and geographic expansion with the corresponding top-line growth, but



Christoph Senn (L) and Niels Hougaard (R)

also immediate cost savings for the customer exceeding € 5 million after year one. Looking back on his GCP experience, Niels concludes: „The exposure to new insights and tools from St.Gallen clearly took us out of our comfort zone and helped us to develop a tailor-made action plan for the whole organization.”

**GCP Graduate from BASF wins Supplier of the Year Award from 3M**

Alan Weinstein, BASF Global Key Account Manager & Customer Network Leader for 3M, was honored with the 2017 3M Supplier of the Year Award for Technology & Innovation in recognition of the company’s contribution to improving 3M’s competitiveness. Alan has won this award one year after completion of the “Accelerating Global Growth” program (GCP) at the University of St.Gallen. “To be recognized as 3M’s Supplier of the Year for Technology & Innovation is quite an honor”, said Alan. “This is a great achievement for BASF and the „Accelerating Global Growth” program I attended last year at St.Gallen University in Switzerland was integral in helping us to achieve a common mindset across both organizations. The strong cooperation with St.Gallen allowed us to use tools such as the Triple Fit Canvas to focus on the development of key strategies for business development by region globally. It then enabled BASF to engage successfully with 3M’s diverse technology network that was instrumental in creating a sustainable project pipeline that will help rapidly bring new products to market and accelerate growth.” “Supplier collaboration is critical to supply chain success,” said Debora Fronczak, vice president, 3M Strategic Sourcing. “We are fortunate to work with great suppliers who are committed to fostering a relationship with 3M. These partnerships help us to serve our customers with innovative and valuable solutions. It’s important that we recognize our most outstanding suppliers, and that’s what this award is all about.”



Alan Weinstein (fourth from L) holding the award

**Outlook 2019**

In the coming year, we will increase our focus on research by launching our consortium on “Collaborative Customer Relationships”. We will also continue to provide education and advisory services for all organizations interested in building high-value B2B relationships.

# Competence Centre for Diversity & Inclusion (CCDI)

**The Competence Centre for Diversity & Inclusion CCDI works closely with Swiss and international companies, universities and the public sector to provide guidance, analysis and training on how to achieve greater diversity and inclusion in their organisations. Our work is evidence-based with a focus on sophisticated in-house research, quantitative benchmark studies, qualitative analyses, and unconscious bias trainings.**



The CCDI team at their joint Strategy Meeting with the Women Back to Business Programme at the St.Gallen City House on November 12, 2018

## Our Mission

Diversity and inclusion (D&I) management has become a priority in many leading management circles. Companies have realized the importance of attracting and retaining a diverse workforce in order to stay competitive in a changing market. This means eliminating discrimination in the workplace and fostering a culture of inclusion in which people can maximize their performance and develop their potential without having to combat biases based on their gender, age or background. Effective D&I management is a leadership task that encompasses the entire HR life cycle. Our years of experience in D&I research and consulting and our ability to offer customized service packages that span a wide range of methodological approaches make us the ideal partner for companies at any stage of the D&I management process. Our services include sophisticated HR analytics, employee surveys, individualised consulting, and unconscious bias training for management and employees. We also offer internal and external benchmarking reports, which enable companies to measure and track the progress of diversity and inclusion in their organisations, across various internal business units, as well as externally with their peers and competitors in the same industry.

## Highlights 2018

Among several large-scale projects, a large German car manufacturer commissioned CCDI to analyse its human resources processes from a gender diversity perspective and make actionable recommendations for improving processes and practices. An international banking organization asked CCDI to help them analyse and improve their diversity & inclusion practices with the goal of making their organizational culture more inclusive. To achieve this, CCDI conducted multiple focus groups of employees as well as in-depth interviews.

In 2018, CCDI honed its focus on industry-specific benchmarking analyses, publishing a report specific to Swiss banks. In November, CCDI presented the results to the Swiss Banking Employers' Association, marking its excellent reputation among leading Swiss banking institutions. CCDI's work was also honoured as a "best practice project" by the Swiss Federal Office for Gender Equality and invited to give a presentation on its work.

CCDI also conducted its first round of wage analyses with several companies to determine whether there were any

significant and inexplicable pay gaps between men and women. It also awarded certifications to companies if the result conformed to the standards set by the Swiss federal government.

The 2018 Report on Responsibility and Sustainability of the University of St. Gallen under the umbrella of the UN Principles for Responsible Management Education (PRME) commended the work of CCDI in general and the St. Gallen Diversity Benchmarking in particular. CCDI was selected to contribute a chapter on the importance of unconscious bias in human resources decisions in a series of books published within the PRME framework and the United Nations Sustainable Development Goals.

In 2018, the CCDI team grew by five new members, thereby deepening its expertise in data management, qualitative research approaches, HR processes as well as marketing and outreach.

### Activities and Projects

The annual Advance Gender Intelligence Report was the result of a benchmarking study CCDI conducted on behalf of ADVANCE Women in Swiss Business, a NPO. Fifty Swiss-based companies participated and delivered their HR data. Published in September, the report received much positive attention in the media. Among its findings, the study showed that participating companies have made good progress in recruiting more women, also for leadership positions and that the biggest area for improvement is with regard to internal promotions. The report is available for download from our website ([www.ccdi-unisg.ch](http://www.ccdi-unisg.ch)).

The CCDI team continued training companies in reducing unconscious biases in their decision-making. In addition, CCDI developed training modules for several companies and “trained the trainers” in the companies so that they themselves can conduct unconscious bias trainings with their own employees in the future.

In September, CCDI co-organized the second St. Gallen Diversity & Inclusion Conference at the University of St. Gallen. The programme once more attracted 150 participants and included joint panel discussions with researchers and practitioners on diverse abilities, generations and benchmarking. At the evening event for partner companies, the film about Prof. Dr. Nils Jent “Unter Wasser atmen”(Breathing Under Water) was shown and Nils Jent shared his very personal experiences with the participants.

### Outlook 2019

After analysing the anonymized raw data of 238'700 employees in 2018, increasing demand for its benchmarking analyses requires the use of analytical tools that can optimize data output. After developing a new tool to handle large quantities of HR data, CCDI will make use of this innovation for its benchmarking analyses in 2019. In addition, the St. Gallen Diversity Benchmarking can now be found on its own website at <https://www.diversitybenchmarking.ch/>.

One special area of growth for CCDI is the development of new industry-specific D&I benchmarking studies. After debuting its banking-specific benchmarking in 2018, CCDI will conduct similar analyses for the insurance industry, universities, hospitals, and the public sector.

In the coming year, CCDI will further develop its inclusion survey and continue developing surveys for company clients as well. CCDI also aims to further expand its pioneering role in conducting wage analyses.

Please be sure to save the date for the third annual St. Gallen Diversity & Inclusion Conference, which will take place on Wednesday, August 28, 2019 at the Executive Campus of the University of St. Gallen. The event represents a unique opportunity to hear insights from the latest research as well as experiences in the field from leading D&I practitioners. We look forward to seeing you there and at the conference and academic networking event of diversity experts from Switzerland, Germany and Austria, which also takes place at the University of St. Gallen on August 26 and 27.



Gudrun Sander at public lecture series at AUDI (“Science in Dialogue”) in July 2018

# Corporate Governance Competence Centre (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Team 1 led by Prof. Dr. Winfried Ruigrok analyses top management team and board structures, composition and processes and seeks to promote top management team and board effectiveness. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures and behaviour across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad.



We are proud to have established a truly inter-disciplinary Advisory Board to the Corporate Governance Competence Centre uniting personalities from academia, the business world and investors.

## Mission Statement

### Research stream 1: Top management team and board composition, processes and effectiveness

Research at the Corporate Governance Competence Centre focuses on top management team composition, structure, CEO succession and organizational outcomes. In this research stream we examine the antecedents and outcomes of CEO appointments, the role of CEO career experience on firm outcomes and performance, as well as the interface between the CEO and other executives in strategy formation. Data for this stream of research are collected mainly from the annual reports of listed companies headquartered in four different European countries (Switzerland, Germany, Netherlands and

United Kingdom). This research stream will shed light on the key role of executives in influencing organizations, as well as on the contingencies under which CEO succession promotes desirable organizational outcomes.

### Research stream 2: Changing shareholder structures and behaviour and their implications

Listed companies in Switzerland and abroad are confronted with new shareholder behaviours and tactics, including ever shorter periods of holding shares, and the temporary transfer of share ownership and/or voting rights. In this research stream we examine the rise and implications of such new shareholding behaviours and tactics, pursuing an interdisciplinary approach and seeking to work closely with other scholars and institutes



from the School of Management and from the Law School of the University of St.Gallen, as well as other institutions.

## Highlights 2018

### Research on Top Managers

With the return of Prof. Dr. Dimitrios Georgakakis to FIM-HSG in August 2018, our research on top management team will receive a new impetus. Furthermore, several papers were presented at top international scholarly conferences (e.g. the Academy of Management conference) and research seminars. In 2018, one paper was accepted for publication in the *International Journal of Human Resources Management* (2017 Impact Factor: 2.425). Finally, four doctoral dissertations were supervised and finalised.

### Advisory Board

In order to help us to be at the forefront of corporate governance developments and new questions arising in the corporate governance of listed companies, the research stream led by Prof. Dr. Andreas Binder established an advisory board.

In our corporate governance analyses we follow an interdisciplinary approach. This is strongly reflected by the composition of the Advisory Board, which comprises people from academia (management, law and economics) and the business world as well as investors.

The following persons are member of the Advisory Board:

- Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and honorary professor of law, University of St.Gallen (chairman)
- Winfried Ruigrok, Prof. Ph.D., professor of management, University of St.Gallen
- Peter Gomez, Prof. Dr. oec., professor emeritus of management, University of St.Gallen
- Franz Jaeger, Prof. Dr. oec., professor emeritus of economic policy, University of St.Gallen
- Peter Forstmoser, Prof. Dr. iur., attorney-at-law and professor emeritus of law, University of Zurich
- David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services
- Bruno Gehrig, Prof. Dr. oec., honorary professor emeritus of management, University of St.Gallen, former member of the Governing Board of the Swiss National Bank
- Bruno Heynen, attorney-at-law, former Secretary to

the Executive Committee of Novartis and adviser to the Board and Management on governance matters

- Ines Pöschel, attorney-at-law and corporate governance expert
- Katja Roth Pellanda, Dr. iur., LL.M., attorney-at-law, Secretary to the Executive Committee of Novartis and Head of Corporate Law and Corporate Governance
- Markus Steiner, Dr. iur., CEO of State Street Bank, Zurich, former CEO of UBS Fund Management (Switzerland) Ltd. and Head of Legal & Compliance Committee SFA
- Rudolf Wehrli, Dr. phil. et Dr. theol., former Chairman of Clariant, former Chairman of Economiesuisse

### Activities and Projects

The Advisory Board has held intensive workshops on the role of the public company in society and on the role of the shareholder in the public company. The Advisory Board considers these questions, the answers they provoke and the implications they will have as fundamental for the future corporate governance landscape in public companies.

The Advisory Board has identified several topics which should be dealt with in the current work of the Swiss parliament on the revision of the Code of Obligations (law of the corporation).

Andreas Binder is a member of the European Council on Corporate Governance of The Conference Board. This Council meets three times a year and discusses current topics and challenges of corporate governance in listed companies.

### Outlook 2019

We will continue our work on the role of the public company in society and on the role of the shareholder in the public company. Among other, we are looking for answers to the question how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. And we will continue our exchange with the lawmaker regarding the revision of the Code of Obligations (law of the corporation).

Furthermore, we will continue contributing to corporate governance education at the University of St.Gallen (bachelor and master courses) as well as at the Executive School of Management, Technology and Law (MBA, EMBA, WRM, Intensivstudium KMU etc.).

# Publications

In line with the University of St.Gallen's mission to raise its international presence in leading English-language academic journals, FIM-HSG aims to publish papers in international double-blind reviewed journals in the broad field of management and economics, or in highly visible textbooks or edited volumes. In addition, FIM-HSG seeks to contribute articles to quality newspapers and periodicals, as well as practitioner magazines based on current research.



In 2018 FIM faculty realised the following publications and papers:

## Scholarly contribution

### Refereed journal articles

Georgakakis, D., Greve, P., Ruigrok, W. 2018. Differences that Matter: Hiring modes and demographic (dis)similarity in executive selection. *International Journal of Human Resource Management*, doi/10.1080/09585192.2018.1496126

Pescia, L. & Jent, N. (2018) Tourismus – eine unentdeckte Branche in der Diversitäts- und Intersektionalitätsforschung. *Zeitschrift für Diversitätsforschung und -management* : ZDfm, 1, S. 74-78.

Thoma, A., Lukas, O. & Hacker, Ch. 2018. FRONERI – Digitale B-to-B-Vertriebsunterstützung. *Marketing Review St. Gallen*, (3). 82-88. ISSN 1865-6544

Schäfers, T., Moser, R. & Narayanamurthy, G. 2018. Access-Based Services for the Base of the Pyramid. *Journal of Service Research*, 21 (4). 421-437. ISSN 1094-6705

Moser, R., Narayanamurthy, G., Kusaba, K. & Kaiser, G. 2018. Performance of Low-Cost Country Sourcing Projects

– Conceptual Model & Empirical Analysis. *International Journal of Production Economics*, 204 30-43. ISSN 0925-5273

Narayanamurthy, G., Gurumurthy, A., Subramanian, N. & Moser, R. 2018. Assessing the readiness to implement lean in healthcare institutions – A case study. *International Journal of Production Economics*, 197 123-142. ISSN 0925-5273

Srivastava, M., Moser, R. & Hartmann, E. 2018. The Networking Behaviour of Indian Executives Under Environmental Uncertainty Abroad: An Exploratory Analysis. *Journal of Business Research* : JBR, 82 230-245. ISSN 0148-2963

### Contribution to edited volumes

Jent, N. & Pescia, L., Beitrag für Sammelband Diversity, Universität Hamburg (Druck geplant November 2018 --> voraussichtlich verschoben auf Frühjahr 2019)

## Working papers/ Research reports

Casas i Klett, T., Han, J., Legge, S., Lu, Y., Tu, X. & Ziltener, P. (ed.) : Sino-Swiss Free Trade Agreement – 2018 Academic Evaluation Report. 1. Basel, Switzerland : MDPI, 2018, - ISBN 978-3-03897-225-9.

Moser, R.: Decision Intelligence: Concept Summary & Application. Decision Intelligence Series, 2018, 1.

Moser, R.: Decision Model Innovation: Concept Summary & Application. Decision Intelligence Series, 2018, 2.

Ziltener, P., Casas i Klett, T. & Legge, S.: Leveraging Sino-Swiss FTA: Experience and frameworks. Norwegian Business Association China, 2018.

Sander, G., Hartmann, I. & Petropaki, A.: Advance & HSG Gender Intelligence Report, Switzerland 2018.

Binder, A. 2018. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. 4th edition, St.Gallen.

Binder, A. & Werlen, T. 2018. Introduction to Business Law. Volume II: Company Law. 4th Edition, St.Gallen.

## Contribution to the public

### Non-academic / popular publications

Hartmann, I. & van Dellen, B. Über gelebte Toleranz als A und O der Arbeitswelt. Magazin Doppelpunkt, No. 9/2018.

Münster, K. & Jent, N. (2018): Inklusion: Bundesweite Förderung für betriebliche Inklusion. Topeins: das Magazin für Führungskräfte 1, 1, S. 16-17. Artikel basiert auf schriftl. Interview m. Nils Jent.

Münster, K., Jent, N. & Pescia, L. (2018): Interview: Inklusion und Vielfalt leben. Topeins: das Magazin für Führungskräfte. Verfügbar unter <https://topeins.dguv.de/sicher-gesund-fuehren/nationale-foerderung-betrieblicher-inklusion/inklusion-und-vielfalt-im-arbeitsleben/>

Surber, P. & Popp, C. & Jent, N. (2018): Aufklären! Mit stoischer Geduld!. Saiten, 10/2018, S. 34-37. Artikel basiert auf Interview m. Nils Jent.

Jent, N. & Pescia, L., Beitrag für Doppelpunkt (Artikel eingereicht, Publikation voraussichtlich Ende 2018)

Sander, G. 2018. Junge Frauen haben keine Lust auf die Finanzbranche. Vista, 6 February 2018. <https://www.vista.blog/junge-frauen-haben-keine-lust-auf-die-finanzbranche>

Sander, G. 2018. Neue Männer braucht das Land. Ladies Drive, No. 41, Winter 2018, pp. 56-57.

Sander, G. 2018. Warum Lohnanalysen Sinn machen.

## Case studies

Casas i Klett, T. & Legge, S.: The Rakuten of (All) Things: "Data with Soul" to Challenge Amazon. The Case Centre.

Casas, T. & Jiatao (J.T.) L.: "Accelerating Russia: The Internet Initiatives Development Fund (IIDF)," via HKUST Thompson Center for Business Case Studies, <http://www.cbcs.ust.hk>.

Kai-Lung H. & Casas, T.: Teaching Note: "The Shy Investor: Cryptocurrencies", via HKUST Thompson Center for Business Case Studies, <http://www.cbcs.ust.hk>.

## Opinion

Buckup, S. & Casas i Klett, T.: Modern leaders need a powerful narrative. In: Management Today (2018)

Sander, G. & Burger, D. «Fair Pay» ist gefragt! Magazin Doppelpunkt, No. 37/2018.

Sander, G. & Hodek-Flückiger, S. Über den Mehrwert der Frauen. Magazin Doppelpunkt, No. 22/2018.

Sander, G. & Hodek-Flückiger, S. Wer führt die Schweiz in die Zukunft? persorama, No. 3, Fall 2018, pp. 20-21.

Sander, G. & Widmer, P. 2018. Women Back to Business (anniversary edition). July 2018.

Sander, G. 2018. "Fair pay" ist gefragt! Vista, 13 June. <https://www.vista.blog/fair-pay-ist-gefragt>

Sander, G. 2018. 10 Jahre, 1 Fest, 1 Magazin – Women back to Business = Erfolgsgeschichte. Vista, 17 September 2018. <https://www.vista.blog/10-jahre-1-fest-1-magazin-women-back-to-business-erfolgsgeschichte>

Sander, G. 2018. Aschenputtels Schwestern. Ladies Drive, No. 43, Fall 2018, pp. 56-57.

Sander, G. 2018. Die wichtigen Entscheidungen müssen wir selbst treffen. Ladies Drive, No. 42, Summer 2018, pp. 54-55.

Vista, 5 March 2018. <https://www.vista.blog/warum-lohnanalysen-sinn-machen>

Sander, G. 2018. Wer führt die Schweiz in die Zukunft? Vista, 17 September 2018. <https://www.vista.blog/wer-fuehrt-die-schweiz-der-zukunft-an-der-2-diversity-inclusion-tagung-wurden-die-ergebnisse-des-advance-hsg-gender-intelligence-report-praesentiert>

Sander, G. 2018. Wieso nett kein Kompliment ist. Ladies Drive, No. 41, Spring 2018, pp. 52-53.

Sander, G. 2018. Zusammenfassung der Women Back to Business-Evaluation 2017. Vista, 20 June 2018. <https://www.vista.blog/zusammenfassung-der-women-back-to-business-evaluation-2017>

Thoma, A. & Hacker C. 2018. Analog und digital im Zusammenspiel. In: Kommunalmagazin 4/2018, S. 44-45.

Thoma, A. & Thüler, M. 2018. App für produktivere Verkaufsgespräche. In: Unternehmer-Zeitung 24 (2018), 5, S. 22-23.

Thoma, A. 2018. Sales Apps: Kunden erfolgreicher aktivieren und individuell beraten mit Hilfe digitaler Vertriebslösungen. In: Persönlich: Magazin für Kommunikation und Werbung (2018), 4, S. 122-123.

Thoma, A. 2018. Apps zur Verkaufunterstützung – Spielerei oder Speerspitze? [Blog]. URL: <https://www.m-k.ch/apps-zur-verkaufunterstuetzung-spielerei-oder-speerspitze/>. Galledia Verlag AG (12 November 2018).



## about FIM-HSG in the Media / Interviews

*Jent, Nils*

«Kein Mensch ist nur blond oder blauäugig.» Interview with Corinne Päper, HR Today, 28 February 2018.

*Guðrun Sander*

«Mythos Wiedereinstieg.» Interview with Bettina Weber, Sonntagsblatt, 25 March 2018.

«Wie gerecht sind wir?» Interview with Marianne Rupp, Handelszeitung, 12 July 2018.

«Quoten verändern die Realität.» Ostschweiz am Sonntag, 23 September 2018.

«Frauen in Führungspositionen: In der Schweiz eine Rarität.» Interview with Silvia Schnurrenberger, Luzerner Zeitung, 1 October 2018.

«Sander: Frauen dürfen ihr Licht nicht unter den Scheffel stellen.» Interview, Ostschweiz am Sonntag, 1 November 2018.

«Cherchez les Femmes.» Radio interview, Echo der Zeit, Radio SRF, 18 February 2018.

«Umfrage: Mehr Frauen in Verwaltungsräten: Ja - aber keine Quoten.» Radio interview, Info 3, SRF 3, 18 February 2018.

«Kein Ausweg aus der Mami-Sackgasse.» Blick online, 13 September 2018.

«Ces entreprises qui s'efforcent de se féminiser.» Le temps, 11 September 2018.

«Gleichberechtigung unter Ärzten: Chefärztinnen muss man mit der Lupe suchen.» Tagblatt, 13 September 2018.

«Lavoratrici penalizzate sul lavoro.» RSI News, 11 September 2018.

«Was Familien fehlt.» St. Galler Tagblatt, 24 October 2018.

«Towards Gender Parity: A new report monitors the progress of female representation in business leadership and offers recommendations.» IEDP, 24 October 2018.

«Die anstehende Pensionierungswelle bringt eine einmalige Chance für die Schweizer Banken.» Arbeitgeber Banken, 9 November 2018.

«Ostschweizer Mütter im Arbeitsmarkt: Die Krux mit der Teilzeit.» Tagblatt/Appenzeller Zeitung, 24 October 2018.

«Wo sind die Frauen in der Wirtschaft?» SRF 1 Treffpunkt, 6 November 2018.

«Guðrun Sander: Pensionierungs-Welle ist eine historische Chance.» FINEWS, 13 November 2018.

«Firmen bremsen weibliche Talente schon beim Start aus.» Sonntagszeitung, 11 November 2018.

«The power of unconscious bias.» Audi, 20 September 2018

<https://www.audi.com/en/company/sustainability/core-topics/employees-and-society/unconscious-bias.html>

Art Project, [www.lipstick-leaders.com](http://www.lipstick-leaders.com)

*Winfried Ruigrok*

«Mauern im Kopf. Wozu dienen eigentlich Managementschulen? Und was leisten die Absolventen tatsächlich? », Handelszeitung 10. August 2018.

Interview HSG intranet:

<http://www.intranet.unisg.ch/de/ueberuns/roadmap/vid-eo-ruigrok-ebene-orange>

# Teaching

**At the Research Institute for International Management, we not only commit ourselves to share knowledge with academia, but also to exchange best practices with professionals from the business world. We offer a wide range of International Management courses at the undergraduate, postgraduate, executive and doctoral level.**



The International Management lecture familiarised students with the origins and evolution of firm-specific and country-specific advantages facing multinational corporations and their managerial implications. Topics covered a wide range of areas including global strategy, global organisation and alliances, modes and strategies of international market entry, cross-border mergers and acquisitions, cross-cultural management, leadership in the global economy, or ethics in international business. Compulsive readings consisted of journal papers, both from academic journals (e.g., *Academy of Management Journal* or *Journal of International Business Studies*) and from practice-oriented journals (e.g., *Harvard Business Review* or *McKinsey Quarterly*), chapters from text books, and economic reports.

Across the different levels at which IM was taught (i.e., Full-time MBA; Part-time MBA; pre-experience Master) a number of high-profile guest speakers enriched the lectures by providing insightful information and hands-on, practice-oriented perspectives on selected IM topics. For example, Ms. Britta Fuenfstueck, then member of the Executive Committee at Clariant and now CEO of Hartmann Gruppe, shared her experiences regarding the trade-offs in organising a multinational corporation. Dr. Rob Britton, former Managing Director at American Airlines shared his deep knowledge of the airline

industry and international airline alliances with students. Thomas Dittrich, CFO at Shire plc, shed light on the challenges and effective solutions in transforming the global corporation. Further guest speakers included Ms. Pamela Knapp, member of the Board of Directors at Panalpina World, Peugeot S.A., Bekaert, Lanxess and others, and Dr. Michael Heidingsfelder, member of the Group Management Committee and Head of Industrial Division at Mettler Toledo.

Moreover, students were encouraged to analyse and discuss complex international management cases. For example, cases on Heineken, Julius Baer, Shell and Unilever were used to reflect on specific challenges that each of those companies had to face. Furthermore, students' ability to work successfully in culturally diverse teams was promoted by having to complete various tasks within multicultural teams. In addition, cultural simulations were conducted to strengthen this ability. During these simulations students were exposed to a fictitious yet highly demanding environment in which they had to interact with their peers while having to obey different and partly contradicting cultural rules.

Finally, students on the Master level had to prove academic aptitude by producing and defending unique papers on a sub-field of International Management.

In 2018, FIM offered the following courses:

## Pre-experience Education

### BA courses at HSG:

*Andreas Binder:*

"Einführung ins Privatrecht". Bachelor degree lecture (together with Prof. Vito Roberto), autumn semester 2018.

*Tomas Casas:*

"China's Hard and Soft Power: Chinese Narratives and Western Reactions" (2018).

*Georg Guttmann:*

"Introduction to Academic Writing". Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme (September-December 2018).

### MA courses at HSG:

*Andreas Binder:*

Corporate Governance. Master degree course (together with Prof. Roland Müller), spring semester 2018.

Mergers & Acquisitions. Master degree course (together with Dr. Xena Welch Guerra), autumn semester 2018.

*Dominik Burger*

"No more fear of doing statistics in SPSS – Introduction and application" (fall semester 2018) – jointly with Bianca van Dellen

*Tomas Casas:*

"Entrepreneurship (SIM)" A SIM elective course with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty (Spring semester 2018)

"China Invents the Future: The Culture of Entrepreneurship, Technology and Social Networks" – jointly with the Chair of Chinese Language and Literature (Spring semester 2018)

"China's Political Economy: Growth, Opportunity and Sustainability" (Spring semester 2018)

"Disruption and Innovation in International Business" (CEMS) (2018).

Business Project (CEMS) (2018).

*Nils Jent*

"Grundlagen des Diversity Managements", joint course with Giancarlo Scicchetti, Major Business Administration, University of St.Gallen. (2018).

"Umgang mit Diversity im systemischen Kontext", joint course with Giancarlo Scicchetti, contextual studies, University of St.Gallen. (2018).

*Georg Guttmann:*

"Visualising Big Data". Contextual Studies at the Master level (September-December 2018)

*Winfried Ruigrok:*

"European Corporate Governance". Core course, International Studies Programme, University of St.Gallen, January 15th-30th, 2018.

"International Management". Core course, MBA programme, University of St.Gallen, Sep-Oct, 2018.

"Strategy and International Management". (SIM) programme core course, International Management (September -December, 2018).

"European Corporate Governance". Core course, International Studies Programme, University of St.Gallen, October 17th-30th, 2018.

"International Management". Core course, Part-Time MBA programme, University of St.Gallen, December 12th-15th, 2018.

*Gudrun Sander*

"Und was genau soll ich dann tun? Gender- und Diversity-Kompetenz im Führungsalltag". Elective course, Master of Arts in Business Administration (MA-HSG) programme (fall semester 2018) – jointly with Dr. Ines Hartmann.

"Managementaufgabe oder Privatsache? Care, Arbeitsmarkt und Geschlecht". Elective course, Master of Arts in Business Administration (MA-HSG) programme (fall semester 2018) – jointly with Dr. Christa Binswanger

*Christoph Senn:*

„Co-Creating Value with Strategic Customers“. Elective course, Master of Business Management (MUG-HSG, together with Axel Thoma), (Spring Semester 2018)

„Managing Strategic Customers“. Elective course, CEMS Exclusive Course, Fall Semester (together with Michael Weller) (2018).

*Axel Thoma:*

"Co-Creating Value with Strategic Customers Elective course, Master of Business Management (MUG-HSG, together with Christoph Senn), (Spring Semester 2018)

### PhD courses at HSG:

*Winfried Ruigrok:*

"International Management". Doctoral seminar, University of St.Gallen, February-May 2018.

### BA courses at other universities:

*Georg Guttmann:*

“International Leadership”. Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (April 2018) – jointly with Philipp Müller

### MA courses at other universities:

*Ines Hartmann:*

“Organisationen verstehen: Das St.Galler Management-Modell”. WIO Basismodul, Konsekutivmaster Soziale Arbeit der Fachhochschulen Bern, Luzern, St.Gallen und Zürich (29 February 2016).

„Management in/von Sozialen Organisationen im Rahmen von Veränderungsprozessen“. WIO Basismodul, Konsekutivmaster Soziale Arbeit der Fachhochschulen Bern, Luzern, St.Gallen und Zürich (21 March 2016).

„Implementation of Equal Job Opportunities“. MA Business Psychology, BITS Iserlohn (spring 2016).

## Post-experience Education

### Executive Education/MBA:

*Andreas Binder:*

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Panorama Resort & Spa, Feusisberg, April 12, 2018.

Corporate governance developments. Lecture at The St.Gallen part-time Executive Master of European and International Business Law (M.B.L.), Einstein, St.Gallen, June 19, 2018.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, August 21, 2018.

Best Practice Empfehlungen für KMU. Lecture at the ZfU-Tagung Familienunternehmen – Der Erfolgsfaktor Verwaltungsrat, Belvoir, Rüschlikon, September 21, 2018.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, November 20-21, 2018.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, December 10, 2018

*Tomas Casas:*

“International Management” a module offered as an international learning experience in collaboration with partner universities in China, Russia and Japan (2018).

*Gudrun Sander*

Introduction and General Management. Women Back to Business (WBB-HSG) programme, Canton of St.Gallen, St.Gallen, 13-14 March 2018.

Kickoff. Women Back to Business (WBB-HSG) programme, Novartis, Basel, 19-20 March 2018.



Strategieentwicklung und –umsetzung. Women Back to Business (WBB-HSG) programme, Hotel Säntispark, Abtwil, 27-28 March 2018.

Final Module. Women Back to Business (WBB-HSG) programme in English, Credit Suisse, Zurich, 22-23 November 2018.

*Christoph Senn:*

Various keynotes, case study and workshop sessions at the “Global Account Manager Certification Program (GCP)”, CAS Program ES-HSG, February – September (2018).

Various keynotes, case study and workshop sessions at the “Winning and Keeping Global Customers”, GAMPRO at ES-HSG, June (2018).

# Presentations, External Lectures and Seminars



*Dimitrios Georgakakis:*

Jack of all trades Master of None: CEO career variety and firm performance. University of New South Wales, Australia (2018).

CEO conservatism and corporate discrimination lawsuits. Henley Business School, UK. (2018).

*Georg Guttman:*

How Boards Shape Global M&A Patterns. Research talk. Annual meeting of the Strategic Management Society, Paris, September 25th 2018.

Visualizing (Big) Data in Competitive and Corporate Strategy, Guest lecture in the PhD Course Competitive and Corporate Strategy offered by Prof. Tomi Laamanen, November 2018.

*Ines Hartmann:*

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, St.Gallen, spring semester 2018.

Qualitätsmanagement. Module for Höhere Fachschule agogis, St.Gallen and Zurich, spring semester 2018.

Soziale Organisationen. Module for Höhere Fachschule agogis, St.Gallen, spring and fall semester 2018.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind. Zurich, fall 2018

*Nils Jent:*

Jent, N. & Dietsche, R.: Diversity Management – den Paradigmawandel fördern, PH Graubünden, Chur (03/18)

Jent, N. & Kopf, P.: Vier Jahre UNO Behindertenrechtskonvention Schweiz, Symposium anlässlich des 125-jährigen Jubiläums der Martin Stiftung, Zürich (April 2018).

Jent, N.: Hauptversammlung Swiss Institute of Directors, Bern (Juni 2018).

Jent, N.: Delegiertenversammlung Inclusion Handicap, Bern (Juni 2018).

Jent, N., Pescia, L. & Schneider, R.: Digitale Arbeitsplatzgestaltung – ein Live Case, 5. Tagung des CDI-HSG, St. Gallen (Juni 2018).

Jent, N.: Live-Interview im Rahmen der Strassenanimation «Tea Time» der Wanderausstellung "unsichtbar - Irritation in schwarz«, Marktgasse St. Gallen (Juni 2018).

Jent, N. & Dietsche, R. : «New Diversity Management. Keep it integrated & be included», EMBA HSG Corporate Governance, St. Gallen (Juli 2018).

Jent, N., Dietsche, R. & Hilb, M.: Filmvorführung «Unter Wasser Atmen» und Podiumsdiskussion, Diversity & Inclusion Tagung, St. Gallen (September 2018).

Jent, N. & Kopf, P.: Fachtag Werte, Wandel und Wahrnehmung – Diversityorientierte Organisationsentwicklung im Rahmen des Weiterbildungsangangs «Coaching Qualität im Prozess: Inklusion / Diversity», Prozessfabrik Berlin, Würth Haus Rorschach (September 2018).



Jent, N. & Kopf, P.: Gerechtigkeit und Vielfalt – Im Miteinander stark, Ringvorlesung Gerechtigkeit – Facetten eines Ideals, FHNW, Windisch (November 2018).

*Roger Moser:*

Moser, Roger: How (today) Technology INTEGRATION might matter more than Technology INNOVATION: A Decision Model Innovation Perspective. Vivekananda International Foundation - Seminar. Dehli, 15 November 2018.

*Winfried Ruigrok:*

Digital Formats in Executive Education. Presentation at the EFMD Conference for Deans and Directors General, Technical University Munich, Germany, January 26th, 2018.

When more pays less. CEO career variety and CEO initial compensation. Research talk at the Amsterdam Business School, University of Amsterdam, Netherlands, February 6th, 2018.

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half-day executive education session delivered to seminar "Internal Auditing; Governance - Risk Management - Internal Control in Switzerland 2018", organised for participants from BI Oslo (Norway), Executive Campus, University of St.Gallen, February 26th, 2018.

Beyond journals: Executive Education matters. Talk at Free University of Amsterdam, Netherlands, March 8th, 2018.

The Future of Management. Half-day executive education session delivered at capstone week Integratives Management, Executive MBA #49, Executive Campus, University of St.Gallen, March 16th, 2018.

Strategy and International Management. Two-day executive education session, Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Executive Campus, University of St.Gallen, April 12th-13th, 2018.

New Leadership for a New Workforce. Moderator, working session featuring Ms Sung-Joo Kim CEO, MCM), 48th St.Gallen Symposium, University of St.Gallen, May 4th, 2018.

Das Ende der Globalisierung? Webinar organised by the Executive School and HSG Alumni Association, University of St.Gallen, May 15th, 2018.

Transformation and the rise of teams. Dufry Annual Leadership Conference (annual meeting of top 90 Dufry executives), Mövenpick Hotel Zürich Airport, May 16th, 2018.

Towards the agile organisation. Executive seminar organised by the Executive School and Swissmem, Schloss Hünigen, Konolfingen (Canton Bern), May 25th, 2018.

How Leaders Learn. Presentation, European Leadership

Platform, Amsterdam, the Netherlands, June 6th, 2018.

International Management. Over half-day executive education session delivered at the Executive Master of Business Law (E.MBL) programme, XXII/Module 1: Introduction to European and International Business Law, Hotel Einstein, St.Gallen, June 12th, 2018.

International Market Entry. Half-day executive education session delivered at the Certificate of Advanced Studies programme Intensivstudium für Marketingmanagement, Executive Campus, University of St.Gallen, June 14th, 2018.

On-boarding diversity in corporate boards research: A Paper Development Workshop. Discussant. Annual meeting of the Academy of Management, Chicago, U.S., August 11th, 2018.

When more pays less: CEO career variety and CEO initial compensation. Presentation, Annual meeting of the Academy of Management, Chicago, U.S., August 14th, 2018.

Führungskräfte-Entwicklung: Die CEO Agenda. Presentation, HSG Alumni Conference: Bruch with the best, Restaurant Tibits, St.Gallen, September 1st, 2018.

Eröffnung und Einführung der St.Galler Diversity & Inclusion Tagung. Campus E (Hotel Einstein), St.Gallen, September 11th, 2018.

Diversity and performance. Talk to Executive Committee, Shire (pharmaceutical company with revenues of over US\$15 billion). Zug, Switzerland, September 17th, 2018.

Opening address, Sino-Swiss Competence Centre's Sino-Swiss Free Trade Agreement Evaluation Report. Launch Event, Cantonal Parliament Hall (Kantonsratsaal), St.Gallen, September 26th, 2018.

Welcome speech, MBA Homecoming Event, Executive Campus, University of St. Gallen, September 29th, 2018.

Laudation of Prof. Dr. Dimitrios Georgakakis at the occasion of the Latsis-Award ceremony, Auditoire Jean Piaget, University of Genève, Switzerland, October 9th, 2018.

The Top Management Agenda for Executive Development. Webinar offered to Unicon (Consortium for University-based Executive Education) member schools, November 13th, 2018.

ES Update: HSG in the FT rankings. Presentation, HSG Alumni Board, University of St.Gallen, November 13th, 2018.

Final Module/Case Study. One-day executive education session, Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Credit Suisse Business School, Bederstrasse 115, Zurich, November 22nd, 2018.

The Top Management Agenda for Executive Development. Webinar organised by the Executive School, November 28th, 2018.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. Half-day executive education session delivered to Certificate of

Advanced Studies programme "Lehrgang Internal Auditing", Module 2: Internal Audit Practice, Executive Campus, University of St.Gallen, December 3rd, 2018.

Interview, CNN Money, December 10th, 2018 (broadcast in January 2019).

*Guðrún Sander:*

St. Gallen Diversity Benchmarking. Stärke durch Vielfalt. Presentation at «Vo Züri für Züri»/ 11<sup>th</sup> Global Inclusion Seminar, Icon Group in partnership with the Canton of Zurich, Zurich, 21 to 23 March 2018.

Lohnanalyse Plus: Wie Lohnanalysen einen Impact haben. Presentation at St.Gallen Kantonalbank Fachtreffen, St.Gallen, 23 April 2018. Jointly with Ines Hartmann and Dominik Burger.

Führung und Strategie für Senior Female Leaders. Workshop at Fraunhofer TALENTA Excellence. 14 to 15 May 2018.

How to measure success in diversity management? Webinar presentation at European Women's Management Development International Network. 28 May 2018.

Zentrale Faktoren für eine stärkere Vertretung von Frauen im Erwerbsleben, in Führungspositionen und in Verwaltungsräten. Presentation at Members' Meeting, FDP-Frauen Kanton Zürich. 29 May 2018.

Living a feminist life. Panel participation and presentation at Engendering Academia, University of St.Gallen, 5 June 2018.

Wie treffen Sie bessere Entscheidungen und holen das Beste aus Ihrem Team? Webinar at HSG Spotlight, University of St.Gallen, June 20 2018.

Diversity and Unconscious Biases. Public presentation at AUDI, Ingolstadt, 4 September 2018.

Nutzen von Diversity-Benchmarkings. Jointly with Barbara Krattinger at the 2nd St.Gallen Diversity and Inclusion Conference, Hotel Einstein St.Gallen, 11 September 2018.

Advance & HSG Gender Intelligence Report. Presentation at the 2nd St.Gallen Diversity and Inclusion Conference, Hotel Einstein St.Gallen, 11 September 2018.

Anniversary Keynote Address at the Women Back to Business 10 Year Anniversary. St.Gallen, 14 September 2018.

Advance & HSG Gender Intelligence Report. Presentation at HR Swiss Conference, Bern, 20 September 2018.

Diversity & Inclusion: Wo haben die Schweizer Banken Verbesserungspotential? Presentation at «Food for HR Brains», Arbeitgeber Banken, Zurich, 13 November 2018.

Nutzen und Grenzen von Gleichstellung und Diversity. Presentation at HSG PartnerInnen-Anlass, St.Gallen, 28 November 2018.

Flexibles Arbeiten und diverse Teams erfordern eine andere Führung. Presentation at HSG Alumni Deutschland, Berlin, 7 February 2018.

Führungskräfte-Entwicklung: Die CEO Agenda. Presentation at HSG Alumni Conference «Brunch with ES», St.Gallen, 1 September 2018. Jointly with Winfried Ruigrok.

Achtung Schublade! – Unconscious Biases beeinflussen unsere Entscheidungen. CSS, Luzern, 20 November 2018.

*Christoph Senn:*

"Building high-value relationships for top customers, Keynote and Workshop at West Pharma Global Sales Conference, Miami (January). (2018).

"Future Winner Strategies", Keynote and Workshop Roche Diagnostics Global Sales Meeting, Buonas, Switzerland (June). (2018).

„Strategic Account Management“, Erasmus University, Rotterdam School of Management (RSM), The Netherlands (April and November). (2018).

"Building High-value Business-to-Business Relationships", Workshop at Columbia Business School, Columbia University, New York (October). (2018).

"Building Level 5 Relationships with Top Customers, Keynote and Workshop at Schindler Americas Sales Meeting, Morristown, New Jersey (November). (2018).

*Bianca van Dellen*

Unconscious Bias – How to Reflect Decisions. ZHAW. Zürich, August 2018. Jointly with Patricia Widmer

# Awards, Services and Memberships

## Honours and Awards

*Georgakakis Dimitrios:*

Latsis Award, Outstanding Young Scholar – Interdisciplinary. (2018).

EURAM, Corporate Governance Best Paper Award. (2018).

*Guðrun Sander:*

Swiss Diversity Award. Public Award, final round nominee. 2018.

*Christoph Senn and Michael Weller:*

Award for best CEMS Master's in International Management course in the Fall Semester 2017, University of St.Gallen presented in 2018



On the left: Dimitrios Georgakakis receives the Latsis Award; on the right (top): Dimitrios Georgakakis at EURAM; on the right (bottom): Guðrun Sander and Winfried Ruigrok

## Thesis Supervision

### Bachelor Theses Supervision

*Nils Jent:*

Peterhans, Irina (Welche Aspekte der Schweizer Tourismusbranche machen diese als Arbeitgeber für Menschen mit einer Behinderung besonders attraktiv? - Am Beispiel der Hotelbranche)

Kössler, Juliana (Konzept zur Qualitätsentwicklung der betrieblichen Gesundheitsförderung in einem Zentrumsspital - Ermittlung des Bedarfs und bedingungsorientierte Umsetzungsmöglichkeiten)

Grob, Manisa (Wie wird die Motivation von Blinden und Sehbehinderten, einen Hochschulabschluss zu absolvieren, durch bestehende Barrieren beeinflusst?)

*Winfried Ruigrok:*

Frei, Simon: "The Effect of Board Capital on Firm Performance in the Multinational Company"

### Master Theses Supervision

*Andreas Binder:*

Kaufmann, Tobias: "Funktion und rechtliche Stellung von Beiräten auf strategischer Führungsebene".

Dietrich, Simon: "Verantwortlichkeit von Aufsichtsräten in Deutschland im Vergleich zur Verantwortlichkeit von Verwaltungsräten in der Schweiz".

*Nils Jent:*

Sagemüller, Anna (Qualitative Beobachtungsstudie der beruflichen Situation von Beschäftigten mit Trisomie 21)

auf dem ersten Arbeitsmarkt. Gibt es syndromspezifische Kompetenzen bei Beschäftigten mit Trisomie 21?)

*Winfried Ruigrok:*

Pavicic, Martina: "Board Characteristics and Firm Internationalization: Evidence from Swiss Companies"

*Guhrin Sander*

Arni, Lukas: «Measuring Team Objective Settings: Theoretical Review, Data Analysis and Scale Development.» Advisor with Dr. Tomas Casas i Klett

Günthör, Nina: «Evaluation des Studiengangs "Women Back to Business". Identifizierung von programm- und unternehmensspezifischen Handlungsmassnahmen zwischen der Schnittstelle von erfolgreicher Absolvierung des Studiengangs "Women Back to Business" und dem Wiedereinstieg von Frauen ins Erwerbsleben»

Iten, Laura: «Vaterschaft im Wandel? Eine qualitative Medienanalyse der Neuen Zürcher Zeitung mit dem Fokus auf die Politik der Schweiz.» Advisor with Dr. Christa Binswanger

Milosavjelic, Brankica: «Der Umgang von Schweizer Unternehmen und Organisationen mit dem Thema Diversity & Inklusion: Eine Standortbestimmung.»

### MBA project supervision

*Guhrin Sander*

Giselbrecht, Lisa: «Mothers' Bottom Line: How to improve performance by deconstructing the maternal wall.» EMBA programme 2018.

Kohler, Ines: «Excellence without Bias.» EMBA programme 2018

*Winfried Ruigrok:*

Manuel Johner. Reputational Risk Management: Awareness, assessment and response in Swiss Blue Chip companies. Part-Time MBA programme, 2018.

Zwicker, Laura: "The impact of TMT diversity on firm performance".

Von Fisher, Julian: "The performance effects of CEO succession."

### Doctoral dissertation supervision

*Nils Jent:*

Pescia, Lena: Inklusion von Mitarbeitern mit Behinderung in der Hotellerie – Ein praxisorientiertes Konzept für Schweizer Hotels (1. Referent)

Khezri, Bijan: Sensing, Abduction, and Strategic Change - Cognitive Microfoundations of Dynamic Board Capabilities (1. Referent)

*Winfried Ruigrok:*

Fabian Barnbeck. Essays on Strategic Leadership Constellations. Degree issued September 2018.

Davide Gremmo. Unravelling the Effects of Executives' Internationality: A Multifaceted Approach. Degree issued February 2018.

Georg Guttman. Strategic Board Leadership in the Multinational Firm. Degree to be issued February 2019.

Philipp Müller. CEO Experience Variety: The Trade-off between Depth and Breadth and its Strategic, Remunerative and Performance Outcomes. Degree issued September 2018.

### Other thesis supervision

*Christoph Senn*

Supervision of 16 Value Creation Projects / Certification Papers at the CAS Program GCP 2018.

## Memberships and services to HSG community

*Nils Jent:*

Mitglied der Gleichstellungskommission an der Universität St. Gallen

Mitglied der Ethikkommission der Universität St. Gallen

Mitglied des Organisationskomitees der St. Galler

Diversity & Inclusion Tagung der Universität St. Gallen

Alumni-Netzwerk (HSG Alumni), Universität St. Gallen.

Mitglied des HRM Doctoral Alumni Network, I.FPM-HSG, Universität St. Gallen.

Mitglied des Corporate Governance Network (ccg network) Universität St. Gallen.

*Winfried Ruigrok:*

Dean, Executive School of Management, Technology and Law.

President's Delegate for Executive Education and Ranking.

Member, *Senatsausschuss*.

Member, Senate.

Member, Management Team (*Abteilungsausschuss*), School of Management.

Member, School of Management meeting.

Member (*ex officio*), HSG International Advisory and Alumni Board.

Member, WBZ Beirat.

Chair, Supervisory Board, Asia Connect Center.

Member, Supervisory Board, Forschungsgemeinschaft für Nationalökonomie (FGN-HSG).

Member, Internationalisation Committee, University of St. Gallen.

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (*ex officio*), HSG Alumni Board.

*Guhrin Sander:*

Executive Board member of the Institute for Work and Employment Research (FAA HSG)

Director for Diversity and Management Programmes,

Executive School of Management, Technology and Law.

Academic Director of the Women Back to Business Programme, Executive School of Management, Technology and Law.  
Co-organiser of the 2nd Diversity & Inclusion Conference at the University of St. Gallen, 11 September 2018.

Member HSG Alumni Association

## Memberships and services to other organisations

*Andreas Binder:*

Member of the European Council on Corporate Governance of The Conference Board.

*Dimitrios Georgakakis:*

Member of the Academy of Management  
Member of the Strategic Management Society

*Nils Jent:*

Schirmherr der Aktion JUGENDLICHE HELFEN JUGENDLICHEN von der Stiftung MyHandicap.

Beirat an der ZHAW, Bereich Ergotherapie.

Stiftungsratsmitglied der Beatrice Ederer-Weber-Stiftung.

Mitglied der Echogruppe Wirkungsbericht Behindertenpolitik St. Gallen.

Mitglied des Swiss Institute of Directors

*Georg Guttmann:*

Member of the Academy of Management

Member of the Academy of International Business

Strategic Management Society

*Winfried Ruigrok:*

Chair, Thesis Committee, Accreditation Organisation of the Netherlands and Flanders (NVAO), Rotterdam School of Management, Erasmus University Rotterdam, Netherlands, winter-spring 2018.

Member, Joint Peer Review Team (PRT), Association of Advance Collegiate Schools of Business (AACSB) and Accreditation Organisation of the Netherlands and Flanders (NVAO), Rotterdam School of Management, Erasmus University Rotterdam, Netherlands, June 17th-20th, 2018.

Jury Member, Switzerland Global Enterprise, Export Award.

Member, Steering Committee, Deans' Conference, European Foundation for Management Development, Brussels, Belgium.

Member, Advisory Board, Ostschweizer Berufs- und Bildungs-Ausstellung (OBA).

Member, Editorial Board, Journal of International Business Policy (JIBP), Academy of International Business.

Member, Editorial Board, European Journal of International Management (EJIM).

Academy of International Business

Academy of Management

European Academy of Management

European International Business Academy

Schweizerische Gesellschaft für Betriebswirtschaft

Strategic Management Society

Verband der Hochschullehrer für Betriebswirtschaft

*Gudrun Sander*

Expert Advisor for the Federal Office for Gender Equality for projects financially supported under the Gender Equality Law

Jury Member of the Canton of St. Gallen Integration Award

Member EWMD European Women's Management Development Network

Member Female Board Pool

Member LLL League of Leading Ladies

Member of the board and of the finance committee of OBVITA

Member of the board of the Stiftung für Frauenarbeit

Member of the Principles for Responsible Management

Education (PRME) Working Group on Gender Equality

Member of the Board of the Women's Empowerment

Principles Leadership Group (WEPs LG) of UN Women

and UN Global Compact

Member SMG Schweizerische Management Gesellschaft

*Christoph Senn:*

President, St. Gallen Oncology Conferences Foundation (SONK)

*Axel Thoma:*

Member of the American Marketing Association

Member of leading swiss agencies

Member of dialogue\*international

## Professional services and reviews

*Dimitrios Georgakakis:*

Reviewed for Annual Conference, Academy of Management, Anaheim, CA, U.S.A., August 5th-9th 2016 (both for the Organization Management Theory division and the Business Policy and Strategy division)

Reviewer for: The Leadership Quarterly Reviewer for: Journal of Management

Reviewer for: Journal of World Business

Reviewer for: Journal of Management Studies

*Georg Guttmann:*

Reviewer for the European Management Journal

*Winfried Ruigrok:*

Reviewed for several refereed academic journals and international scholarly conferences.

Editorial board member, *European Journal of International Management* and *Journal of International Business Policy* (Academy of International Business).

# Governance

The Research Institute for International Management has an international outlook. It is led by Prof. Dr. Winfried Ruigrok. Each of our six Competence Centres has its own director.

## Leadership Team



Prof. Dr. Winfried Ruigrok  
Director Research Institute for International Management



Prof. Dr. Andreas Binder  
Director Corporate Governance Competence Centre



Prof. Dr. Tomas Casas  
Director Competence Center for Top Teams & China Competence Centre



Dr. Regula Dietsche  
Director Competence Centre for Diversity and Inclusion



Prof. Dr. Nils Jent  
Director Competence Centre for Diversity and Inclusion



Prof. Dr. Roger Moser  
Director Asia Connect Centre & India Competence Centre



Prof. Dr. Gudrun Sander  
Director Competence Centre for Diversity and Inclusion



Ms. Stephanie Schoss  
Research Partner & Director Competence Centre for Top Teams



PD Dr. Christoph Senn  
Director Competence Centre for Global Account Management

## Supervisory Board



Prof. em. Dr. Martin Hillb  
President of FIM-HSG Supervisory Board & Managing Partner of the International Centre for Corporate Governance



Prof. Dr. Simon Evenett  
Member of FIM-HSG Supervisory Board & Academic Director MBA-HSG



Prof. Dr. Simon Peck  
Member of FIM-HSG Supervisory Board & Associate Dean for MBA Programs  
Associate Professor Design & Innovation



Dr. Christoph Niquille  
Member of FIM-HSG Supervisory Board & General Secretary Helvetia Holding

## Team



Prof. Dr. Dimitrios Georgakakis  
Assistant Professor with focus on  
Strategic Leadership and Inter-  
national Corporate Governance



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IT Project Manager CCDI



Dr. Dominik Burger - Kloser  
Senior Project Manager CCDI



Ms. Alexia Chabaud  
Student Research Assistant  
CGAM



Ms. Isabelle Chemelli  
Head of Administration,  
HR & Accounting



Ms. Mehak Gandhi  
Research Assistant and  
Doctoral Candidate



Dr. Georg Guttman  
PostDoc Research Fellow



Ms. Sylvia Hodek-Flückiger, Mag.  
Project Manager CCDI



Dr. Ines Hartmann  
Senior Project Manager CCDI



Ms. Nina Hehlen  
Teaching & Research Assistant



Ms. Olga Kalogeraki  
Research Assistant and  
Doctoral Candidate



Dr. Nora Keller  
Project Consultant CCDI



Ms Annette Kick  
Student Research Assistant  
CCDI



Mr. Flavio Möhr  
Student Research Assistant  
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Ms. Nicole Niedermann  
Senior Project Manager CCDI



Ms. Friederike Schlickerrieder  
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Ms. Kathrin Ott  
Marketing Manager CCDI



Mr. Christian Sutter  
Student Research Assistant CCC



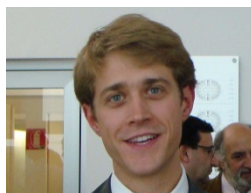
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Ms. Bianca van Dellen  
Senior Project Manager CCDI  
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Mr. Camillo Werdich  
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Dr. Davide Gremmo  
Research Partner



Prof. Dr. Carlos Gonzalez  
Hernandez, Research Partner



Dr. Peder Greve  
Research Partner



Dr. Philipp Müller  
Research Partner



Mr. Arndt Niehausmeier  
Research Partner and  
Doctoral Candidate



Mr. Srinath Rengarajan  
Research Partner and  
Doctoral Candidate



Dr. Axel Thoma  
Research Partner

Research Institute for  
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