

Research Institute for
International Management



University of St.Gallen



*“From insight
to impact”* 

Annual Report 2019

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Preface by Prof. Winfried Ruigrok

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Preface

Dear Reader

In the year 2019, demand for the services offered by the Competence Centre for Diversity and Inclusion (CCDI) continued to grow rapidly. CCDI has become by far the single biggest Competence Centre at FIM. Its portfolio of activities includes sophisticated research on companies' Diversity & Inclusion (D&I) related career and leadership features, quantitative benchmark studies, salary analyses, HR process analyses, organizational culture analyses, consulting, and unconscious bias trainings. My colleague Prof. Dr. Gudrun Sander has put together an amazing and talented team on a mission, consisting mostly of women! Thanks to this success, FIM employs significantly more women than men.

The Competence Centre for Top Teams (CCTT) has been inspired to follow suit. Over the past years my colleagues Ms Stephanie Schoss, Prof. Dr. Tomas Casas, Camillo Werdich and I developed a model allowing managers to understand and measure the composition, leadership, context and success factors of teams in their organisations. Our approach allows for large scale data analyses within companies and in 2019 CCTT acquired its first large customer.



Our research on the Sino-Swiss Free Trade Agreement with our Chinese partners at the University of International Business and Economics (UIBE, Beijing) continued. Furthermore, my colleague Prof. Dr. Tomas Casas built new ties with partners in China, Russia, or Kazakhstan, all countries involved with the Chinese "Belt and Road Initiative".

My colleague Prof. Dr. Roger Moser spent part of his time at Macquarie University (Sydney, Australia) yet continued his work in the context of our Asia Connect Centre and India Competence Centre.

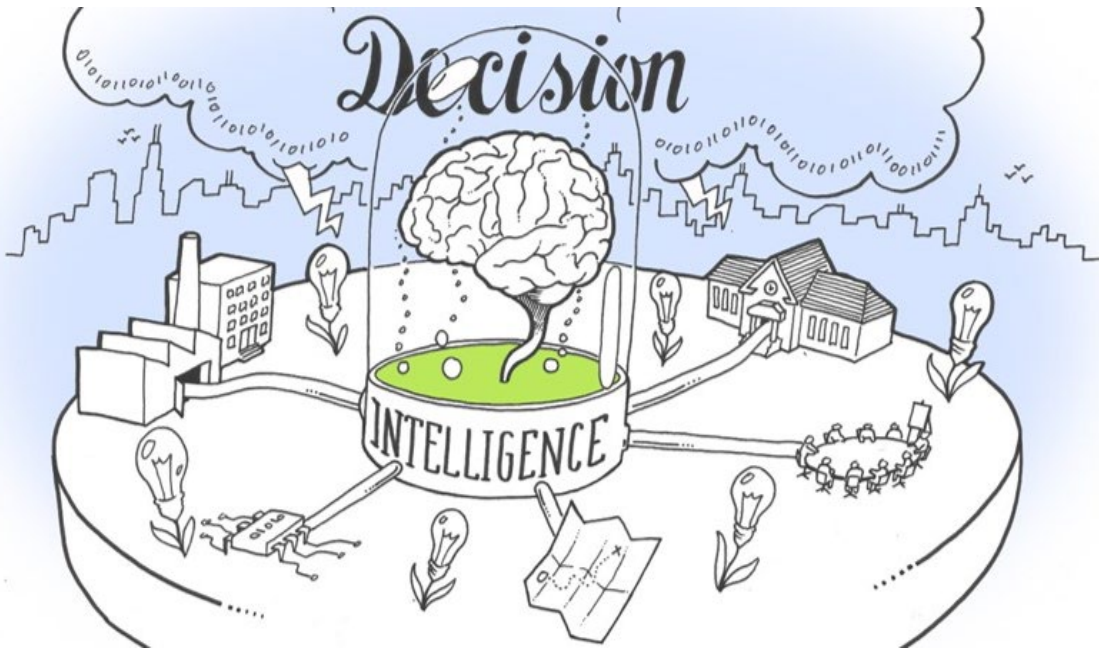
I would like to thank all FIM colleagues, clients and stakeholders for their support to our Institute!

A handwritten signature in black ink that reads "W. M. Ruigrok". The signature is written in a cursive, flowing style with a long horizontal line extending from the end of 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. For this purpose, it is developing a new form of intelligence gathering platform for SMEs.

Our Mission

In 2019, the ASIA CONNECT Center-HSG further continued its work focusing on the provision of “Contextual Intelligence” based on a new agreement with the St.GallenBodenseeArea (SGBA) in Asia. In this context, the ASIA CONNECT Center-HSG succeeded in starting several new initiatives and finalised a new concept called “Contextual Intelligence Platform” that supports European senior executives when making market entry or expansion decisions in Asia – especially in China and India.

The concept and new agreement consist of three major elements:

-Framework Proficiency: helping executives to understand what really matters when making strategic decisions.

-Executive Education: helping executives to better understand those dimensions of a strategic decision that really matter.

- Intelligence Access: helping executives to collect the necessary intelligence (data, information, knowledge, insights) – especially from local experts in Asia.

During the year 2019 the ASIA CONNECT Center-HSG has therefore invested a lot of time and resources into a cloud-based IT platform concept which is likely to be finalised early 2020 and can be combined with other online training programs to support companies from St.GallenBodenseeArea in their Asia-focused projects.

Activities and Projects

During 2019, the ASIA CONNECT Center-HSG has supported close to 40 companies in all three dimensions of its service portfolio (framework proficiency, executive education, intelligence access). 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 events and meetings.



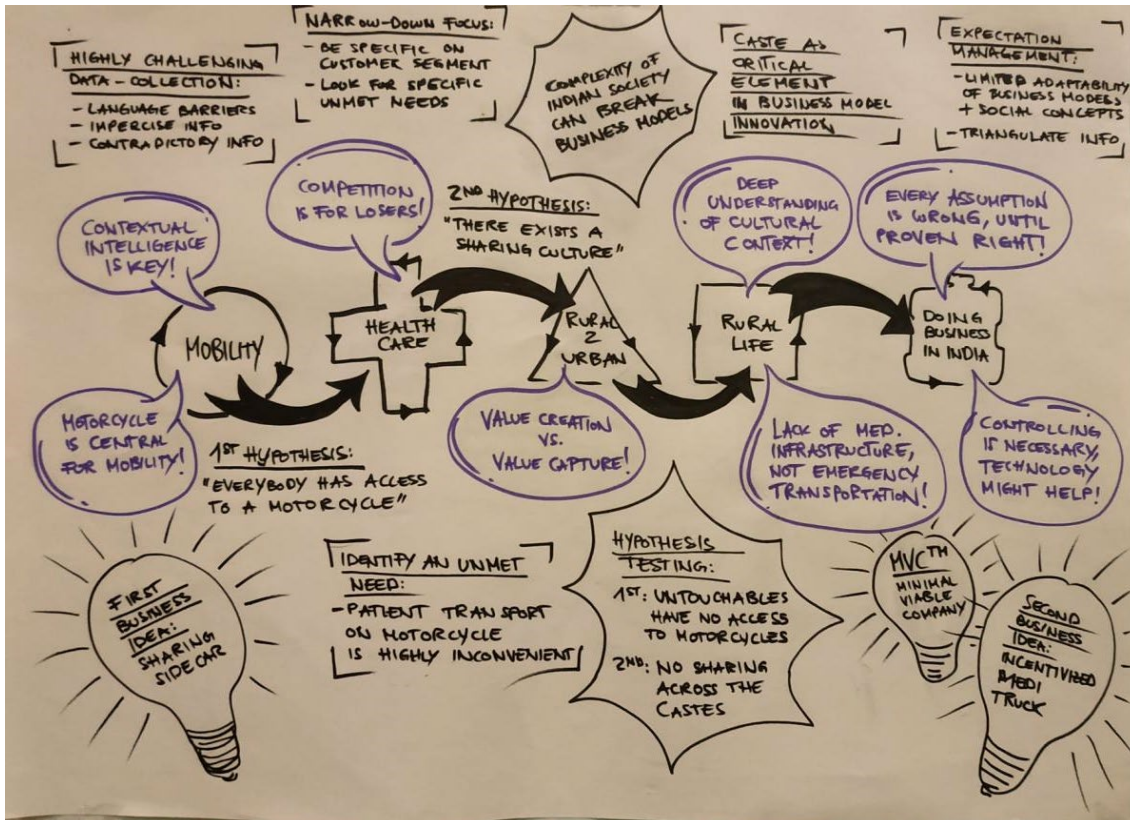
Outlook on 2020

In 2020, 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.



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 Center 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 Dr. Moser's teaching courses at the University of St.Gallen and is the focus of annual field trip course at Bachelor level.

Our Mission

In 2019, 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 Copenhagen Business School, University of Liverpool 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 third 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 and learn from the experiences of the local HSG start-up, Jival.

Highlights

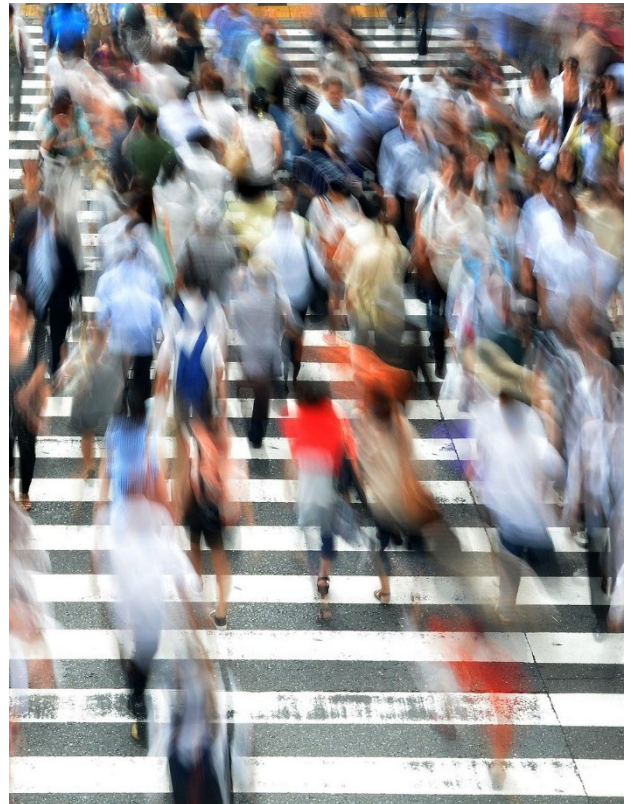
For the last seven years, Dr. Moser has served as an Adjunct Professor of Business Policy & Strategy at the renowned Indian Institute of Management in Udaipur (www.iimu.ac.in) and he will continue to serve in this role in 2020. As part of the ongoing research efforts, a few papers in prestigious journals have been accepted or published in 2019.

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 from the Indian Institute of Management in Bangalore. For the third time, the autumn course focusing on the

development of innovative infrastructure solutions was jointly organized and offered with Prof. Paul Rollier, 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 20 students (fully booked course) explored the challenges of doing business in India in a real-life environment. Different to prior years, the case was not primarily focusing on water-related challenges but on local, private mobility related challenges. Moreover, Dr. Moser jointly with Michael Enderle from EurAsia Competence and 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 has further expanded 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 on 2020

In 2020, the India Competence Centre will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. Unfortunately, the spring course with Prof. Shainesh from IIM Bangalore will not be continued due to the re-organisation of the bachelor program.

The India Competence Centre under the formal guidance of Prof. Ruigrok will try to find an alternative way to offer at least two programs on India each year. However, 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 specific 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 completion of the 2nd First Sino-Swiss Free Trade Agreement (FTA) Academic Report, on the back of the success of the 2018 edition will be one of the main aims of 2020.



CCC delivers 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 Center (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).

Our Mission

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 2019, Preparations for the 2nd Sino-Swiss FTA Report

Following the establishment of the Sino-Swiss Competence Centre (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 keep the pulse on the Sino-Swiss FTA and produce academic insight to support practice.

Academic Report

The Sino-Swiss FTA academic evaluation is the result of a in bilateral collaboration by the University of St.Gallen (HSG), the University of International Business and Economics (UIBE) in Beijing.

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 in the 2018 report.

In the 2020 report a survey of Chinese and Swiss users (and non-users of the FTA) will be conducted. Important insights of why firms do not make effective use of the FTAs are being generated. Also, the relationship of the FTA to FDI is explored. In the same vein we are examining the impact of BRI on the FTA. In these efforts SSCC relies on the valuable support from Swiss institutions like the Swiss Embassy in Beijing, SwissCham and the Sino-Swiss Centres.

Executive Education

CCC has strengthened its executive education offering by designing a Europe module for the partners from Eurasia, with participants from China, Russia, or Kazakhstan. The learning module includes visits to Germany and Zurich as well as lectures on international business and cross-cultural management. In 2020 the programs offered will be further expanded with collaboration with partner institutions in Beijing and in Shanghai.



Picture: Dr. Wolfgang Reitzle, Chairman of the Supervisory Board of Linde AG addressing the executives of a CCC executive education programme.

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.

Belt & Road Initiative (BRI) and Eurasian business integration

China and Switzerland signed the BRI Memorandum of Understanding (MOU) in 2019, making Switzerland one of the first Western European countries to do so. CCC is continuing its unique research on China’s Belt and Road Initiative (BRI) following the 2018 successful report for EDA on the theme of BRI as norm-shaper and the positive contributions that Switzerland could make in this context. In 2020 BRI will continue to be a research subject for CCC specially as Swiss companies work to figure out how they can best leverage the FTA.

All in all, BRI could lead to stronger integration in Eurasia. In 2020 CCC plans to continue to work with partners in Eurasian to develop relevant research and unique executive programmes.

Outlook 2020

For 2020 CCC will continue to develop its China research and teaching and work closely with Chinese partner intuitions and firms. One of the most important projects in 2019 was the preparation for SSCCs second edition of the Sino-Swiss FTA Academic Report which is planned in Beijing for April with the hosting of UIBE.

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 on the basis of research and the on-going development of its unique St.Gallen Top Team (SGTT) model. During 2019 SGTT was further advanced conceptually and in 2020 the survey instruments will be completed. The ultimate impact objective of CCTT is to foster team performance. FIM's international mandate and spirit means diverse contexts, and we work and research teams across the world from Europe to Asia.



The aim of SGTT is the transition from efficient hierarchies to top performing teams via We-Consciousness.

Our Mission

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 has thus been the natural host for a Competence Centre 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 are identified, codified, placed in relevant frameworks and tested. This research is carried out in close cooperation with actual teams. The uncovered emerging and innovative practices (as well as team problem) are then deployed for the benefit of top team performance.

CCTT's insights on practice will be published 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 executive education program that require insight on top team and how to raise their performance.

Highlights

Teams continue to be on the rise across all organisational 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 organisation, incl. strategic change or growth projects. However, for a variety of reasons, teams may fail to live up to their potential. Organisations know how to manage departments and divisions, but have no models to consistently build and maintain high-performance teams across the organisation.

During 2019 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. We completed the development of an automated survey system which enhances our consulting services.
2. The system first enables us to support our clients on their operations through a real time assessment.
3. Second, the system allows us to run analyses across different levels (i.e. industry, organisation, team, individual).
4. The above enhances the scope of our services and help our clients with future benchmarking tools.

In short, we have developed a questionnaire to examine how the team along with the team leader can realise top performance. The questionnaire includes the novel notion of “We-Consciousness”, which is defined as the team spirit. We consider both affective and cognitive components of teamness, conceptualised as team feeling and team thinking. From a leadership perspective, we investigate the role of leaders in unearthing teamness and “We-Consciousness” in the teams they lead. The CCTT team is working with several companies on this high potential and cutting-edge research topic, that is likely to shake the way we think about teams in organisations.

The survey also captures several other constructs above and beyond already established ones. We consider both deep and surface level diversity in teams, team experience, demography, and other traits that determine team spirit by leading to optimal team outcomes. That is, in terms of performance understood as immediate outcomes by increasing the “we-consciousness” and meeting the ultimate business objectives of the team.

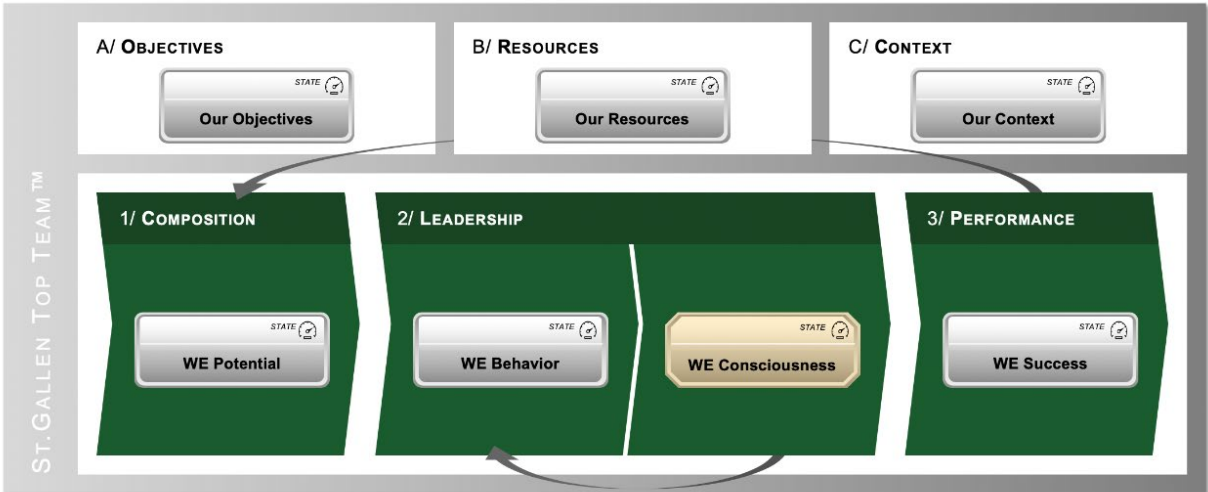
Activities and Projects

The SGTT framework has been implemented in a variety of settings, such as courses in China as well as at our university for at SIM and CEMS course Master-level course. The benefit of SGTT insight to effective team work was significant.

At the same time SGTT engaged firms on strategic partnership. For instance, we started a project with one of the leading Swiss consumer goods company. We analyse its sales teams on different dimensions in order to increase store performance. The study takes place in eight different countries around the globe. This project allows us to combine our key components of our research. We link international business and management research with team research on all levels.

Outlook on 2020

For 2020, CCTT plans to test the SGTT model with massive customer data. Not only will clients benefit from our insight but model validation will be achieved. Of special importance will be the modules related to diversity, including both the surface and deep level team composition. We also plan to consolidate partnerships, with leading corporations where SGTT measures and adds value to the team.



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

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 2019 of the "Accelerating Global Growth" Program after Graduation on September 26, 2019 in old-town St.Gallen.

Highlights 2019

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 7th Annual GAM Summit which was attended by nearly 100 global sales professionals from all over the world. After a short introduction by CGAM Director Christoph Senn, two well-received keynote speeches followed. Prof. Wolfgang Jenewein from St.Gallen addressed the topic of "Positive Leadership: What Heroes Do (Differently)." Prof. Wolfgang Ulaga from INSEAD presented findings from his research on "How Global B2B Companies Can Seize New Sales".

Further highlights included the successful completion of various educational courses at the Master Level and

student projects for companies like Konica-Minolta, Thermo-Fisher and Facebook.

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

BASF: Building a Global Commercial Network with 3M

Alan Weinstein, Global Key Account Manager at BASF for 3M won the Customer-impact Award. The initial impulse for his value creation project came from a quote by the VP and General Manager, Global Sourcing at 3M who stated in early 2017: "You are one of our top suppliers globally. If you really want to differentiate BASF, help us grow in Asia." Using the Triple Fit Canvas

as a first step to describe the total business relationship, Alan developed a global commercial network, aiming at untapped potential of 3M business across different BASF units. Two years later, all goals were achieved, and BASF is established as a global commercial innovation partner for 3M worldwide. During that period, BASF achieved a 15% CAGR and was awarded supplier of the year by 3M with special recognition by the Director of Sourcing Operations at 3M, whom highlighted BASF's impact on 3M's business and the innovative approach to building a relationship across functions as a key differentiator versus the competition.



Alan Weinstein, BASF receiving the Impact Award from Christoph Senn

Schindler: Driving the Journey to Customer-centricity via GAM

Michael Dobler, Senior Vice President Global Account Management and Large Projects won the Organisation-impact Award. Before starting his value creation project in 2016, Michael launched a GAM Health Check to identify the proper starting position in the company's journey to customer-centricity. The goal of the project was to transform Schindler from a National Key Account to a Global Key Account Organisation. Applying a Top-10 customer approach based on the Triple Fit Canvas helped to create the right focus on the 30 "Future Winner" accounts, which all received sponsorship by Schindler's senior management. Summarising the efforts, Schindler's CEO Thomas Oetterli concludes: "Our ambition was

always to focus on our customers and not only on products. But now, we are even better able to orchestrate all our activities for our target customer's success at a profit. With the help of the Triple Fit Canvas we have started becoming an integral part of our customers' strategy planning – and this is exactly the position we want to have."



Michael Dobler, Schindler receiving the Impact Award from Christoph Senn

CGAM congratulates both Award Winners Alan Weinstein and Michael Dobler and their teams to this well-deserved achievement and wishes them the best of luck for their future endeavours!

Outlook on 2020

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

Save the date: The next St.Gallen GAM Summit takes place on Friday, **September 18, 2020**.

Competence Centre for Diversity & Inclusion (CCDI)

The Competence Centre for Diversity & Inclusion CCDI is the largest competence centre at FIM and works closely with Swiss and international companies, universities and the public sector to provide guidance, analysis and training on how to achieve more diversity and inclusion in their organisations. Our work is evidence-based with a focus on sophisticated in-house research, quantitative benchmark studies, salary analyses, HR process analyses, organizational culture analyses, consulting, and unconscious bias trainings.



The CCDI team provides guidance and training to companies on how to promote and manage D&I in their organisations. These icons prove their commitment.

Our Mission

Managing diversity and inclusion (D&I) has become a priority in many leading management circles. Companies have realised 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 customised 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. We also analyse companies' salary structures for potential gender-based discrimination and give recommendations on how to improve.

Highlights 2019

Among several large-scale projects, CCDI is working with a large Swiss insurance company to improve the inclusion of older generations, using focus groups to analyse the organisational culture. The team is also working with a blue light organisation to design a flexible working option for employees across Switzerland. CCDI continued its longstanding partnership with a large German car manufacturer. After providing expertise in redesigning their core HR processes like recruitment, leadership and promotion, CCDI is now training HR recruitment specialists and line managers to apply the new recruitment practices. For two university hospitals in Switzerland, CCDI is providing inhouse trainings for the top leadership teams to make line-managers more aware

of unconscious biases in their decision making.

In 2019, CCDI honed its focus on industry-specific benchmarking analyses, publishing a report specific to Swiss banks and insurance companies. In September, CCDI presented the results to the Swiss Banking Employers' Association, marking its excellent reputation among leading Swiss banking institutions. A similar presentation was given to participating insurance companies. In addition to benchmarking studies focusing on the private sector, the CCDI also performed a benchmarking study for Swiss universities, universities of applied sciences and universities of teaching education.

With federal regulations mandating salary analyses for companies with over 100 employees starting in 2020, demand for CCDI's expertise in salary analysis is growing. CCDI continued to conduct salary analyses to determine whether there were any significant and inexplicable pay gaps between men and women. It also awarded "We Pay Fair" certifications to companies if the result conformed to the standards set by the Swiss federal government. In addition, the CCDI now offers trainings for companies to perform their own salary analysis using a tool developed by the federal government.

Once again, CCDI grew in 2019 and is now up to 14 team members: The team hired two new employees, thereby deepening its expertise in data analysis as well as customer relationship management.

CCDI and its work have been widely covered in the media. Especially the 3rd Advance and HSG Gender Intelligence Report gained a lot of attention. Gudrun Sander gave interviews during the whole year and contributed to panels, conferences and articles referred to in the media. To make sure that the public can stay up to date on its work, CCDI has launched a bi-monthly newsletter (make sure to subscribe here: [ccdi-unisg.ch/newsletter](https://www.ccdi-unisg.ch/newsletter)) and will launch a series of webinars in 2020.

Activities and Projects

The annual Advance and HSG Gender Intelligence Report was the result of a benchmarking study CCDI conducted on behalf of ADVANCE Women in Swiss Business, an NPO. Fifty-five Swiss-based companies participated and delivered the HR data of 263'000 employees. Published end of August 2019, the report received much positive attention in the media, including a television segment at prime time. Among its findings, the study found that companies still struggle across the board when it comes to promoting women. The report also found that Swiss women lag behind foreign women when it comes to attaining a management position. The report is available for download from our website (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 and organisations so that they themselves can conduct unconscious bias trainings with their own employees in the future.



In August, CCDI co-organized the third annual 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 LGBTI+ issues facing companies, among other important diversity questions. In the two previous days, a conference for diversity researchers from German-speaking countries took place, providing a unique opportunity for researchers and practitioners to learn from each other's insights on diversity & inclusion.

Outlook 2020

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 2020. Also, in 2020, the benchmarking report will feature a chapter focused on the challenges facing different generations in workplaces across Switzerland.

CCDI will continue developing new industry-specific D&I benchmarking studies. In addition to industry reports for banking, insurance and universities, CCDI will conduct similar analyses for the public sector. CCDI also aims to further expand its pioneering role in conducting wage analyses.

After submitting its final report for its previous grant from the Federal Office for Gender Equality, CCDI has been approved for a new large-scale project for the next three years, ensuring that it will be able to continue its cutting-edge work on diversity & inclusion.

Please be sure to save the date for the fourth annual St. Gallen Diversity & Inclusion Conference, which will take place on September 10, 2020 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.

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 interdisciplinary Advisory Board to the Corporate Governance Competence Centre uniting personalities from academia, the business world and investors.

Our Mission

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 2019

Research on Top Managers

In 2019 we continued our research project on the role and impact of CEOs and top management teams. The team published papers in leading international scholarly journals such as *Leadership Quarterly* and *International Journal of Human Resource Management*. In addition, we presented scholarly papers at major international conferences such as the Academy of Management conference (Boston, U.S.), the Strategic Management Society Annual International Conference (Minneapolis, U.S.) and the European International Business Academy (Leeds, UK).

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
- Roman Gutzwiller, Dr. iur., member of the World Economic Forum Global Shapers Community
- 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
- Gianina Viglino-Caviezel, Dr. oec., member of the World Economic Forum Global Shapers Community
- 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 is convinced that a broad socio-political discourse on the subject is necessary and that politicians, business leaders and the public must give fundamental thought to the meaning and purpose of the public company and its role in society.

Corporate Governance Guiding Principles

In 2019, the members of the Advisory Board have formulated four corporate governance guiding principles to serve as a basic coordinate system for questions regarding corporate governance in public companies. The Corporate Governance Guiding Principles are meant to serve as the basis for an open and unprejudiced discourse.

Furthermore, 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 2020

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.



Scholarly contribution

Refereed journal articles

Georgakakis D., Heyden M., Oehmichen J., Ekanayake U., 2019. Four Decades of CEO-TMT Interface Research: A Review Inspired by Role Theory. *Leadership Quarterly*.

Georgakakis, D., Greve, P., & Ruigrok, W. In press. Differences that matter: Hiring modes and demographic (dis)similarity in executive selection. *International Journal of Human Resources Management*.

Rengarajan, S. 2019. Letter to the Editor: Complementing the Tesla Forum EV Discussion with a View Upstream. *Management and Organization Review*. Volume 15 Issue 1. <https://doi.org/10.1017/mor.2019.5>

Sengupta, T., Narayanamurthy, G., Moser, R. & Hota, P. 2019. Sharing app for farm mechanization: Gold Farm's digitized access based solution for financially constrained farmers. *Computers in Industry*,(109).195-203.ISSN 0166-3615

Contribution to edited volumes

Sander, G. & Hartmann, I. 2019. Diversity as Strategy. In: Mensi-Klarbach, H. & Risberg, A.: *Diversity in Organizations: Concepts and Practices*. Palgrave (2. Aufl.)

Sander, G. 2019. The main obstacle to gender equality. Interview with Prof. Dr. Gudrun Sander. In: *Scarpaleggia*,

S.: *The Other Half*. Creating gender-balanced teams for sustainable success, LID Publishing Limited

Sander, G. & Hartmann, I. 2019. Einführung einer Diversity-and-Inclusion-Kultur – eine herausfordernde Management-Aufgabe. In: Fröse, M., Naake, B., Arnold, M. (Hrsg.). *Führung und Organisation: Neue Entwicklungen im Management der Sozial- und Gesundheitswirtschaft*, Springer VS

Sander, G., van Dellen, B., Hartmann, I., Burger, D. & Keller, N. 2019. Inclusive Leadership: Overcoming Unconscious Biases in HR Decisions. In: Tan, T. K., Gudić, M., Flynn, P. M. (Ed.), *Struggles and Successes in the Pursuit of Sustainable Development*, Routledge

Working papers/ Research reports

Binder, A. 2019. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. 5th edition, St.Gallen.

Binder, A. & Werlen, T. 2019. Introduction to Business Law. Volume II: Company Law. 5th Edition, St.Gallen.

Casas i Klett, T. & Ponomareva, Y. (ed.). 2019: The Life of Russian Business: (Re)cognizing, (Re)activating and (Re)configuring Institutions. Charlotte, North Carolina, USA: INFORMATION AGE PUBLISHING

Sander, G., Hartmann, I., Keller, N. & Petropaki, A. 2019. Advance & HSG Gender Intelligence Report 2019,- <https://advance-hsg-report.ch>

Sander, G., Hartmann, I. & Haze Stöckli, D. 2019. St.Gallen Diversity Benchmarking. Benchmarking-Bericht der Versicherungsbranche 2019, https://www.diversitybenchmarking.ch/wp-content/uploads/2019/11/branchenkapitel_svv_studie_benchmarking_bericht_hsg_2019_de.pdf

Case studies

Narayanamurthy, G., Wiprächtiger, D., Moser, R. & Sengupta, T. 2019. Access-Based Business Model Innovation in Frontier Markets: Case Study of Shared Mobility in Timor-Leste. *Technological Forecasting and Social Change*,(forthcoming).ISSN 0040-1625

Opinion

Casas, T. Beyond Sino-American Rivalry: Whose Global Narrative?, October 6, 2019

<https://www.theglobalist.com/united-states-china-robert-schiller-the-west/>

Casas Klett, T. The World of Negative Interest Rates: An Introduction, October 31, 2019

<https://www.theglobalist.com/negative-interest-rates-monetary-policy-imf-ecb/>

Casas Klett, T. The Eurozone “Soviet”? The Globalist, November 2, 2019 <https://www.theglobalist.com/united-states-china-robert-schiller-the-west/>



Contribution to the public

Non-academic / popular publications

Jent, N. Ein Arbeitsmarkt – auch für Menschen mit Behinderungen? Doppelpunkt, 7/2019.

Ott, K. Zwei Initiativen für mehr Diversity und Inclusion in der Wirtschaft [Blog], URL: <https://www.vista.blog/zwei-initiativen-fuer-mehr-diversity-und-inclusion-in-der-wirtschaft>, January 22, 2019

Ott, K. Diversity & Inclusion im Höhenflug. [Blog], URL: <https://www.vista.blog/diversity-inclusion-im-hoehenflug>, April 24, 2019

Ott, K. Bei Frauenförderung geht es um Fairness. Und um Geld. [Blog], URL: <https://www.vista.blog/en/bei-frauenfoerderung-geht-es-um-fairness-und-um-geld>, Mai 25, 2019

Ott, K. Zugang zu Talentpool dank innovativen Ansätzen [Blog], URL <https://www.vista.blog/zugang-zu-talentpool-dank-innovativen-ansaetzen>, November 13, 2019

Ruigrok, W. 2019. Towards fair and adequate rankings. European Foundation for Management Development (EFMD) Blog, September 19th, 2019. <https://blog.efmdglobal.org/author/winfried-ruigrok/>

Sander, G. Diversity Management - What works?, myscience.Schweizer Forschung, February 7, 2019

Sander, G. & Burger, D. Lohndiskriminierung beginnt bei der Rekrutierung, HR today, February 12, 2019

Sander, G. Die Macht der Stereotype, Leader 2/2019

Sander, G. Nicht nur des Vergleichens Willen, HSG Focus 1/2019

Sander, G. Check your Language, Ladies Drive 45, Spring 2019

Sander, G. Lohnanalysen werden für grössere Unternehmen Pflicht – wie weiter? [Blog], URL: <https://www.vista.blog/lohnanalysen-werden-fuer-groessere-unternehmen-pflicht-wie-weiter>, April 16, 2019

Sander, G. Kein Name, kein Alter, kein Foto – was bringen anonymisierte Bewerbungen? [Blog], URL: <https://www.vista.blog/kein-name-kein-alter-kein-foto-was-bringen-anonymisierte-bewerbungen>, Mai 8, 2019

Sander, G. Faire Löhne sind Führungsaufgabe, HSG Focus 2/2019.

Sander, G. Ist "agile working" auch gut für "diversity"?, Ladies Drive 46, Summer 2019

Sander, G. Und es geht doch! Höhere Frauenanteile im Kader in der Schweiz sind keine Utopie mehr, HSG Focus 3/2019.

Sander, G. Warum tut es mehr weh, gegen eine Frau zu verlieren?, Ladies Drive 47, Fall 2019

Sander, G. Bleiben Frauen in Führungspositionen eine Rarität? higgs.ch, September 4, 2019

Sander, G. Schritt für Schritt zu mehr Vielfalt, personal Schweiz, September 2019

Sander, G. Es ist immer noch gut, ein Mann zu sein, Ladies Drive 48, Winter 2019

Sander, G. Wie rational sind wir wirklich? HSG Focus 4/2019.

Sander, G. Erfolg messen im D&I Management [Blog] URL: <https://www.vista.blog/erfolg-messen-im-di-management>, Oktober 29, 2019

Thoma, A. & Hacker C. Dank starken Botschaften wirkungsvoll kommunizieren. In: Schweizer Gemeinde, 2019, 4, S. 48-49



about FIM-HSG in the Media / Interviews

Guhrin Sander

Mütter fehlen nicht häufiger als Männer, blick.ch, February 14, 2019

So lernen Frauen, mehr Lohn zu fordern, 20min.ch, February 15, 2019

Junge Frauen fordern ihren Platz ein, nzz.ch, March 7, 2019

Wer Mutter wird, bekommt weniger Bonus, SRF, info 3, March 11, 2019

Nur mit Quoten ist es nicht getan, wearewespace.com, March 20, 2019

Der Club der weissen Männer, handelszeitung.ch, March 27, 2019

Diskriminierung von Frauen im Beruf: Warum Mutterschaft immer noch der Stolperstein ist, tagblatt.ch, April 7, 2019

Frauen haben bei Beförderungen in der Schweiz oft das Nachsehen, fondsfrauen.de, April 8, 2019

Mütter im Teilzeitjob haben es nicht leicht, SRF, Tagesschau, April 23, 2019

Neue Zahlen zeigen: In der Schweiz ist es für Mütter noch immer schwierig, Familie und Beruf unter einen Hut zu bringen, tagblatt.ch, Mai 6, 2019

Lohnungleichheit zwischen Frauen und Männern bleibt bestehen, SRF, Tagesschau, Mai 16, 2019

Gleichstellung und Diversität: «Quoten sind ein wichtiger Schritt, aber kein Allheilmittel», Personal Schweiz, Mai 2019

So netzwerken Frauen richtig, tagesanzeiger.ch, June 2, 2019

Teilzeit arbeiten gefährdet die Karriere, kfmvblog, June 5, 2019

Warum es Frauen so selten an die Spitze der Wirtschaft schaffen, republik.ch, June 10, 2019

Arbeits-Modelle sollten insgesamt viel flexibler sein, fondsfrauen.ch, June 2019

Sprache der Jobinserate schreckt oft Frauen ab, beobachter.ch, July 19, 2019

FOKUS: Topjobs – Ausländerinnen bevorzugt, SRF, 10 vor 10, August 27, 2019

Schweizer Frauen hinken hinterher, SRF, 10 vor 10, August 27, 2019

Warum Frauen seltener befördert werden als Männer – und was die Pensionierungswelle daran ändern könnte, NZZ, August 28, 2019

Women account for less than 40% of company promotions, Swissinfo, August 28, 2019



Warum es sich lohnt, Frauen zu befördern, Blick, September 4, 2019

«Teilzeitmitarbeitende sind oft überqualifiziert», swisslife.ch, Oktober 1, 2019

Die Angst vor dem Karrierekiller, tagesanzeiger.ch, November 4, 2019

Wie nützlich ist die Frauenquote?, HSG Focus 4/2019, <https://magazin.hsgfocus.ch/hsg-focus-4-2019-management/artikel/wie-nuetzlich-ist-die-frauenquote-14904>

Winfried Ruigrok

Swiss executives punch above their weight. CNN Money Switzerland, February 20th, 2019:

<https://www.cnnmoney.ch/shows/executive-talk/videos/winfried-ruigrok-swiss-executives-punch-above-their-weight>

Führen ist zwingend eine Zweibahnstrasse. Neue Zürcher Zeitung, February 23rd, 2019; <https://jobs.nzz.ch/news/3/33-fragen/artikel/385/33-fragen-an-winfried-ruigrok-leiter-es-hsg-an-der-universitat-st-gallen>.

The benefits of studying in Switzerland. Business Because, May 29th, 2019: **Fehler! Linkreferenz ungültig.**

Lebenslang die Schulbank drücken. St.Gallen Tagblatt, October 31st, 2019.

Was steckt hinter den Uni-Rankings? Regional Journal-Ostschweiz DRS, December 9th, 2019: <https://www.srf.ch/sendungen/regionaljournal-ostschweiz/was-steckt-hinter-den-uni-rankings> (start at 3:57).

Spitzenplatz. TV Ostschweiz, December 9th, 2019: http://www.tv-online.ch/?image=jE9yPd_643x360.jpg&video=POVmj3.mp4&guid=76691

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, international market entry, cross-border mergers and acquisitions, cross-cultural management, leadership in the global context, and ethics in international business. Compulsory readings consisted of journal papers, both from academic journals (e.g., *Academy of Management Journal* and *Journal of International Business Studies*) and from practice-oriented journals (e.g., *Harvard Business Review* and *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, 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 Galderma, shed light on the challenges and effective solutions in transforming the global corporation. Mr. Emanuel Probst, CEO of Jura

Elektroapparate AG, elaborated on how small, focused companies could successfully develop and coordinate international businesses. Further guest speakers included Mr. Laurent Yvon, Chief Human Resources Officer at Lhoist Group, 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, AXA, 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.

Pre-experience Education

BA courses at HSG:

Andreas Binder:

"Einführung ins Privatrecht". Bachelor degree lecture (together with Prof. Dr. Isabelle Wildhaber), (fall semester 2019).

Tomas Casas:

"China's Hard and Soft Power: Chinese Narratives and Western Reactions", (2019).

Dimitrios Georgakakis:

International Organizational Behavior. BSc Strategic Management. University of St Gallen, (2019).

International Management. BSc Strategic Management. University of St Gallen, (2019).

Georg Guttmann:

"Introduction to Academic Writing". Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme, (September-December 2019).

Winfried Ruigrok:

International Business Behaviour. Core elective, Business Bachelor programme (BBA), (September-December, 2019).

MA courses at HSG:

Andreas Binder:

Corporate Governance. Master degree course (together with Prof. Dr. Roland Müller), (spring semester 2019).

Mergers & Acquisitions. Master degree course (together with Prof. Dr. Xena Welch Guerra), (fall semester 2019)

Dominik Burger and Bianca van Dellen:

"Quantitative Datenanalyse in SPSS", (fall semester 2019).

Tomas Casas:

"Entrepreneurship (SIM)" A SIM elective course with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty, (2019).

"China's Political Economy: Growth, Opportunity and Sustainability", (2019).

"Disruption and Innovation in International Business" (CEMS), (2019).

Business Project (CEMS), (2019).

Georg Guttmann:

"European Corporate Governance", Core course, International Study Programme, University of St.Gallen,, (February 20th-March 7th, 2019).

"Visualising Big Data". Contextual Studies at the Master level, (September-December 2019)

"European Corporate Governance", Core course, International Study Programme, University of St.Gallen, (September 4th-17th, 2019).

Ines Hartmann and Bianca van Dellen:

Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? Master degree course, (spring semester 2019).

Guidrun Sander

Manche sind gleicher: Inklusion im Spannungsfeld von Ökonomie und Gleichstellung. Master degree course (jointly with Dr. Christa Binswanger), (spring semester 2019).

Guidrun Sander and Dimitrios Georgakakis:

Diversity in Teams and Organizations. MSc Contextual Studies. University of St Gallen, (spring semester 2019).

Guidrun Sander and Ines Hartmann:

Inclusive Leadership - Wie führt man heterogene Teams in der Zukunft? Master degree course, (fall semester 2019).

Winfried Ruigrok:

International Management. Core course, Master of Business Administration (MBA) programme, (September-October 2019).

International Management. Core course, Strategy and International Management (SIM) programme, (September-December, 2019).

International Management. Core course, (2019).

Christoph Senn:

„Co-Creating Value with Strategic Customers“. Elective course, Master of Business Management (MUG-HSG, together with Axel Thoma), (spring semester 2019)

„Managing Strategic Customers“. Elective course, CEMS Exclusive Course, Fall Semester (together with Michael Weller), (2019).

Axel Thoma:

“Co-Creating Value with Strategic Customers Elective course, Master of Business Management (MUG-HSG, together with Christoph Senn), (spring semester 2019).

PhD courses at HSG:

Winfried Ruigrok:

“International Management“. Doctoral seminar, University of St.Gallen, (February-May 2019).

Post-experience Education

Executive Education/MBA:

Andreas Binder:

Gesellschaftsrecht. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, (March 11-15, 2019).

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Hotel Kameha Grand, Zurich, (April 11, 2019).

Rechte und Pflichten des Verwaltungsrates. Lecture at the Projectos-Seminar Aufgaben und Risiken des Verwaltungsrates, Hotel Marriott, Zurich, (April 12, 2019).

Corporate Governance. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, (May 13 & 16, 2019).

Best Practice Empfehlungen für KMU. Lecture at the ZfU-Tagung Familienunternehmen: Der Erfolgsfaktor Verwaltungsrat, Hotel Kameha Grand, Zurich, (May 28, 2019).

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, (November 6, 2019).

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Hotel Seeburg, Luzern, (November 7, 2019).

Tomas Casas:

“International Management“ a module offered as an international learning experience in collaboration with

partner universities in China, Russia and Japan for the German-speaking EMBA and the English-speaking IEMBA, (2019).

Georg Guttman:

“Spotting Strategic Opportunities in Europe with Visual Data Analytics“, HKUST-SKOLKOVO EMBA for Eurasia, (June 12th, 2019).

Gudrun Sander:

Strategieentwicklung und -umsetzung. Women Back to Business (WBB-HSG, German track), (April 1-2, 2019).

Final Module. Women Back to Business (WBB-HSG, English track), (November 28-29, 2019).

Ines Hartmann:

Final Module. Women Back to Business (WBB-HSG, German track), (December 2-3, 2019).

Christoph Senn:

Various keynotes, case study and workshop sessions at the “Global Account Manager Certification Program (GCP)“, CAS Program ES-HSG, (February – September 2019).

Various keynotes, case study and workshop sessions at the “Winning and Keeping Global Customers“, GAMPRO at ES-HSG, (June 2019).

Presentations, External Lectures and Seminars



Dimitrios Georgakakis:

Mueller P., Georgakakis D., Peck S., Greve P. and Ruigrok W. CEO Career Generalism and Initial CEO compensation. Academy of Management Meeting, Boston.

Kalogeraki O., Georgakakis, D. and Greve P. CEO Political Ideology and Corporate Discrimination Lawsuits. Academy of Management Meeting, Boston.

Greve P. Ruigrok W. and Georgakakis D. Nepotism in Eastern European Top Management Teams. Academy of Management Meeting, Boston.

Georgakakis D. and Cannella A.A. Jr. Changing Political Regimes: CEO Succession with Change in Political Ideology and New CEO Early Departure. Strategic Management Society Special Conference – Strategic Leadership – Las Vegas

Georg Guttman:

Strategic Board Leadership in the Multinational Firm. Research talk. Academy of Management 2019 Annual Meeting, Boston, August 9-13, 2019.

Ines Hartmann:

Von Diversity-Management zu D&I: Genau hinschauen statt Aktionitis. Wissenschaftliche Vernetzungstagung der Diversitätsforschenden im deutschsprachigen Raum (jointly with Gudrun Sander, Bianca van Dellen and Nora Keller), August 26-27, 2019.

Wie ein reflektierter Umgang mit Unconscious Biases in der Führung Inklusion fördert. Wissenschaftliche Vernetzungstagung der Diversitätsforschenden im deutschsprachigen Raum (jointly with Bianca van Dellen und Gudrun Sander), August 26-27, 2019.

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, St.Gallen and Winterthur, spring semester 2019.

Qualitätsmanagement. Module for Höhere Fachschule agogis, Winterthur, spring semester 2019.

Soziale Organisationen. Module for Höhere Fachschule agogis, Zurich, fall semester 2019.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind. Zurich, fall 2019.

Swisscard (Kick-off für das Female Talent Program), April 10, 2019.

Arbeitsgruppe Vereinbarkeit der Schweizerischen Konferenz der Gleichstellungsbeauftragten, Mai 21, 2019.

Winfried Ruigrok:

Inclusive Leadership. Talk at the FIFA World Football Museum, Zurich, Switzerland. British-Swiss Chamber of Commerce & Dutch Business Roundtable talk, January 30th, 2019.

Nepotism paper. Research talk at the Amsterdam Business School, University of Amsterdam, Netherlands, February 5th, 2019.

Ranking Update. Talk at School of Management, University of St.Gallen, February 25th, 2019.

Ranking Update. Talk at School of Economics and Political Science, University of St.Gallen, March 18th, 2019.

Opening speech. Graduation International Executive MBA-HSG (IEMBA5) and Global Executive MBA-HSG (GEMBA2), Executive Campus, University of St.Gallen, April 5th, 2019.

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 11th-12th, 2019.

Executive School Update: HSG in the FT rankings. Presentation, HSG Alumni Board, University of St.Gallen, April 16th, 2019.

Strategic leadership in the age of turbulence. Talk at the Roche Inspiration Tour. Google Zurich, May 8th, 2019.

Doing business in Europe. Talk for Eurasian Executive MBA visitors (Skolkovo), Executive Campus, University of St.Gallen, June 12th, 2019.

Introduction and welcome. Talk at the St.Gallen Board Retreat, Executive Campus, University of St.Gallen, June 14th-16th.

How to build trust and consensus at diverse boards. Talk at the St.Gallen Board Retreat, Executive Campus, University of St.Gallen, June 14th-16th.

Introduction and moderation of "The case of Panalpina: Learnings from an activist campaign". St.Gallen Board Retreat, Executive Campus, University of St.Gallen, June 14th-16th.

Teams: The organisation paradigm for the 21st century. Webinar during the Executive School Digital Week, University of St.Gallen, June 20th, 2019.

On-boarding diversity in corporate boards research: A Paper Development Workshop. Discussant. Annual meeting of the Academy of Management, Boston, U.S., August 10th, 2019.

The curse of extremes: Generalist vs. specialist career experience and initial CEO compensation. Presentation, Annual meeting of the Academy of Management, Boston, U.S., August 13th, 2019.

Nepotism and firm growth: Evidence from a transition context. Presentation, Annual meeting of the Academy of Management, Boston, U.S., August 13th, 2019.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. Executive education session delivered to Certificate of Advanced Studies programme "Lehrgang Internal Auditing", Module 2: Internal Audit Practice, Executive Campus, University of St.Gallen, October 30th, 2019.

Executive School Update: ES strategy implementation. Presentation, HSG Alumni Board, University of St.Gallen, November 21st, 2019.

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 28th, 2019.

International Strategien. One-day executive education session, CAS «Strategisches Management», Modul Unternehmensstrategie, Allianzen und Ökosysteme, Executive Campus, University of St.Gallen, December 10th, 2019.

Internationalization in the digital age: The role of cultural distance and environmental uncertainty. Annual meeting of the European International Business Academy, Leeds, UK, December 15th, 2019.

Gudrun Sander:

Diversity Management – What works? Podium, Universität Bern, February 21, 2019.

Unconscious bias: the hidden hurdle, Keynote, Professional Women's Group PWG Annual Conference in Zurich, March 30, 2019.

St. Gallen Diversity Benchmarking for the Banking Industry in Switzerland: Results and Recommendations, Presentation, Fondsfrauen, Zurich, April 9, 2019.

Heterogene Teams, Weiterbildungs-Workshop, Universität Zürich, Mai 14, 2019.

Ergebnisse des 3. Advance & HSG Gender Intelligence Reports, Presentation at the 3. St.Galler Diversity & Inclusion Tagung (jointly with Alkistis Petropaki), August 28, 2019.

St.Gallen Diversity Benchmarking 2019 für die Bankenbranche - Welche Hebel können Banken nutzen, um das Potential von Diversity noch besser auszuschöpfen? Presentation, Arbeitgeber Banken, HR-Lunch, September 25, 2019.

Erfolg messen im D&I Management, Executive School, Webinar, URL: <https://rise.articulate.com/share/zhPkg5ME3QnvmSnNv3CKUzUOVANiqz#/lessons/T2ELMxXxPz-wM-4Mqxkon5AEsIfUNFck>, Oktober 21, 2019.

Inclusive Leadership, Female Leaders Seminar, November 21-23, 2019.

Inhouse Presentations and Workshops with customers of the CCDI.

Christoph Senn:

“Building high-value relationships for top customers, Keynote and Workshop at West Pharma Global Sales Conference, Miami, (January 2019).

“Future Winner Strategies”, Keynote and Workshop Roche Diagnostics Global Sales Meeting, Buonas, Switzerland, (June 2019).

Strategic Account Management“, Erasmus University, Rotterdam School of Management (RSM), The Netherlands (April and November, 2019).

“Building High-value Business-to-Business Relationships”, Workshop at Columbia Business School, Columbia University, New York, (October 2019).

“Building Level 5 Relationships with Top Customers, Keynote and Workshop at Schindler Americas Sales Meeting, Morristown, New Jersey, (November, 2019).

Axel Thoma

Erfolgreiche Kommunikation kommunaler Grossprojekte. 9. Ostschweizer Gemeindetagung, St.Gallen, (2019).



Awards, Services and Memberships

Honours and Awards

Dimitrios Georgakakis:

Best Conference Paper: Changing Political Regimes: CEO Succession with Change in Political Ideology and New CEO Early Departure. Strategic Management Society – Special Conference on Strategic Leadership, Las Vegas.

Georg Guttman:

Outstanding Dissertation Award, International Management Division of the Academy of Management (“D’Amore-McKim School of Business, Northeastern University Dissertation Award”), Finalist (2019).



Thesis Supervision

Bachelor Theses Supervision

Andreas Binder:

Spiegel, Cédric: “Securities Lending – Reines Finanzinstrument oder auch Mittel zur Einflussnahme auf schweizerische Publikumsgesellschaften? – Eine Analyse aus rechtlicher, praktischer und ökonomischer Sicht”.

Gudrun Sander:

Dibrani, Albana: “Flexible Arbeitsformen. Eine systemische Analyse der Auswirkungen flexibler Arbeitsformen auf die Einflussfaktoren der Arbeitszufriedenheit und Arbeitseffizienz”

Gaam Annina: “Women in Top Management in Swiss Banks. Relevant Factors of Women's Career Advancement”

Kick, Annette Pauline: “Gendersensibles Investment in der Schweiz. Eine konzeptuelle Analyse”

Meili, Lara: “Flexible Pensionierungsmodelle. Analyse und Empfehlungen für Technologieunternehmen in der Schweiz”

Zhai, Danni: “Measuring and Improving Gender Equality in the World of Sports – Creating a Scorecard adjusted to Sports Governing Bodies”

Winfried Ruigrok:

Adler, Briag: "Internationalization of Top Management Teams and Impact on inter-regional firm performance"

Sutter, Christian: "We Consciousness - Systematic Literature Review and Scale Development".

Wick, Nico: "Top Management Team Surface-Level Diversity - Relationships between diversity characteristics in executive teams".

Master Theses Supervision

Andreas Binder (Co-Supervisor):

Hepberger, Rosalie: "Die Haftung des Geschäftsführers einer GmbH in der Schweiz:".

Ehlebracht, David: "Verantwortlichkeitsklagen gegen Mitglieder der Verwaltung und der Geschäftsführung einer Genossenschaft".

Herbst, Darja: "Haftung von Holding-Verwaltungsräten in der Schweiz".

Gudrun Sander:

Despotovic, Marija: "Relevante Rahmenbedingungen zur Erhöhung der beruflichen Mobilität von älteren Führungskräften".

Dibrani, Albana: "Agile Leadership: Wie können agile Führungsrollen die Praktiken des agilen Rahmenwerkes Scrum einsetzen, um die Mitglieder von Scrum-Teams hinsichtlich ihrer Motivation positiv zu beeinflussen? ".

Locher, Nina: "Die Wirkung von Bias-Trainings auf Einstellungs- und Verhaltensänderungen im Kontext des beruflichen Aufstiegs von Frauen in Führungspositionen." Advisor with Prof. Dr. Julia Nentwich.

Milosavljevic, Brankica: "Der Umgang von Schweizer Unternehmen und Organisationen mit dem Thema Diversity & Inklusion".

Pescatore, Amanda: "Implementing Gender Diversity Strategies in the Financial Service Industry in Switzerland. Evaluating the Potential of Gender Lens Investing Guidelines and the Balanced Scorecard to Increase Gender Diversity in Regional Banks".

Widmer, Miriam: "Nutzen einer gesetzlich festgelegten Frauenquote im Verwaltungsrat und in der Geschäftsleitung. Ein Vergleich von Norwegen und der Schweiz."; Advisor with Dr. Christa Binswanger.

Winfried Ruigrok:

Lenoir, Louis Marie; Pascal, Charles: "The link between digitalization and internationalization - An empirical analysis".

Huber, Sven: "The role of the board in completing Acquisitions - Evidence from European firms".

Marchal-Heussler, Lucas: "The impact of ICT adoption on CEO compensation in multinational firms".

Kähkönen, Joonas: "Impact of CEO Temporal and Regulatory Focus on Organizational Downsizing".

MBA project supervision

Georg Guttmann:

Häberli, Mark: "Motivation, Performance and Incentives: Implications of Incentivising Salespeople at Nordmann". MBA programme 2019.

Olivier, Karine: "Temporal Relationship between Communication and Organizational Behaviour for the Success of an Integration at a Multinational Company", MBA programme 2019.

Axel Thoma:

Mayur, Ingole: "Sulzer Key Account Network (KAN): a paradigm shift from Silos to an Integrated "One Sulzer" approach towards Account Management." MBA programme 2019.

Doctoral dissertation supervision

Winfried Ruigrok:

Georg Guttmann. Strategic Board Leadership in the Multinational Firm.

Other thesis supervision

Christoph Senn:

Supervision of 16 Value Creation Projects / Certification Papers at the CAS Program GCP 2019.

Axel Thoma:

Supervision of 5 Value Creation Projects / Certification Papers at the CAS Program GCP 2019.

Memberships and services to HSG community

Winfried Ruigrok:

Dean, Executive School of Management, Technology and Law.

President's Delegate for Executive Education and Ranking.

Member (*ex officio*), Executive Education Committee (*Weiterbildungskommission*).

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.

Academic Director, St.Gallen Board Retreat.

Member, Advisory Board, EMBA-X project.

Member, Programme Board, EMBA-X project.

Gudrun Sander:

Member of the board of the Research Institute for Work and Employment (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-Organizer of the 3rd Diversity & Inclusion Conference at the University of St. Gallen, 28 August 2019.

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.

Georg Guttmann:

Member of the Academy of Management.

Member of the Academy of International Business.

Strategic Management Society.

Winfried Ruigrok:

Member, European Foundation for Management Development EPAS Peer Review Team: University of Rijeka, Croatia, October 16th- 18th, 2019.

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).

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 (until June 2019).

Member of the board of the Stiftung zur Erforschung der 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.

Jury Member of the Diversitas 2020 Award for Universities and Research Institutes of the Austrian Bundesministerium für Bildung, Wissenschaft und Forschung, Vienna.

Christoph Senn:

President, St. Gallen Oncology Conferences Foundation (SONK).

Axel Thoma:

Member of the American Marketing Association.

Member of leading swiss agencies.

Board Member, CommUnity International.



Professional services and reviews

Winfried Ruigrok:

Reviewed for several refereed academic journals and international scholarly conferences.

Editorial board member, *European Journal of International Management*.

Editorial board member, *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



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Director Research Institute for
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Director Corporate Governance
Competence Centre



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



Dr. Regula Dietsche
Director Competence Centre for
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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
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Member of
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Programs
Associate Professor Design &
Innovation



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Holding



Simona Scarpaleggia
Member of
FIM-HSG Supervisory Board &
Head of the global Initiative "The
Future of our Work" at INGKA
Group (IKEA)

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Assistant Professor with focus on
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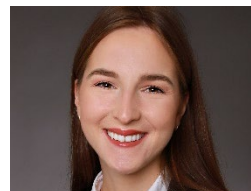
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Prof. Dr. Carlos Gonzalez
Hernandez, Research Partner



Dr. Peder Greve
Research Partner



Dr. Philipp Müller
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Srinath Rengarajan
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Doctoral Candidate



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