

Research Institute for
International Management



University of St.Gallen



ANNUAL REPORT 2020

Research Institute for International Management
FIM-HSG

*“From insight
to impact”* 

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Preface by Prof. Winfried Ruigrok

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Preface

Dear Reader

The year 2020 was an unusual one for everybody at the University of St.Gallen and the Research Institute for International Management (FIM-HSG) was no exception. Under very difficult circumstances FIM staff did a remarkable job. Not only did we shift teaching online as of mid-March 2020, but we also found ways to conduct numerous trainings and company projects online. As a result, FIM managed to continue growing even in Corona year 2020.

Much of the growth in 2020 was achieved once again by the Competence Centre for Diversity & Inclusion (CCDI), led by Prof. Dr. Gudrun Sander. CCDI has established itself as the largest Competence Centre at FIM-HSG and a leading partner to companies and organisations in Switzerland in the field of quantitative benchmark studies, salary analyses, HR process analyses, organisational culture analyses, consulting, and unconscious bias trainings.

Other highlights in 2020 included the publication of the Global Elite Quality Index (EQx), led by Prof. Dr. Tomas Casas i Klett, in cooperation with the Institute of Economics (FGN-HSG). The first edition received widespread attention across many different countries. Activities and revenues at the Competence Centre for Top teams increased considerably in 2020, partly thanks to work on High-Performance Virtual Teams.

Finally, in 2020 we had to say goodbye to our long-time colleague PD Dr. Christoph Senn. Christoph accepted a new position at Insead and we wish him all success in the future!

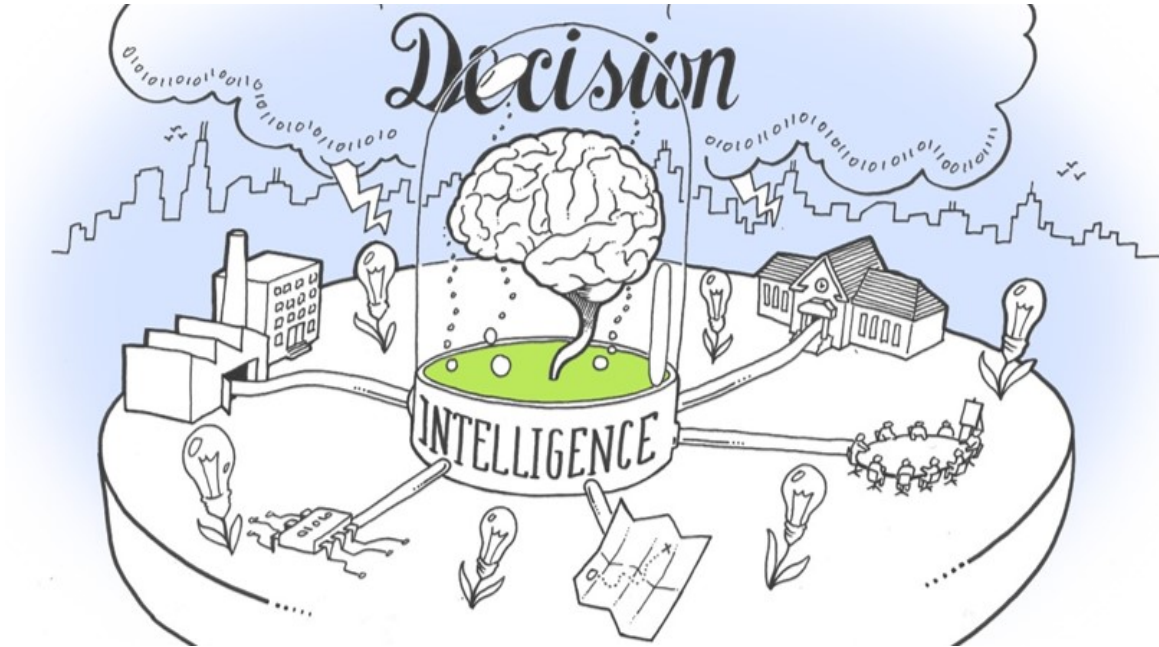


A handwritten signature in black ink that reads "W. M. Ruigrok". The signature is written in a cursive style with a long horizontal line extending to the right.

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 support 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 2020, the ASIA CONNECT Center-HSG further continued its work focusing on the provision of “Contextual Intelligence” based on a new agreement with the St.Gallen-BodenseeArea (SGBA) in Asia. In this context, the ASIA CONNECT Center-HSG succeeded in starting several new initiatives and continued its 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 consists of three major elements:

- Framework Proficiency: helping executives to understand what really matters when marking 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 2020 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 finalized early 2021 and can be combined with other online training programs to support companies from St.Gallen-BodenseeArea in their Asia-focused projects.

Activities and Projects

During 2020, the ASIA CONNECT Center-HSG has supported more than 15 companies along 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.

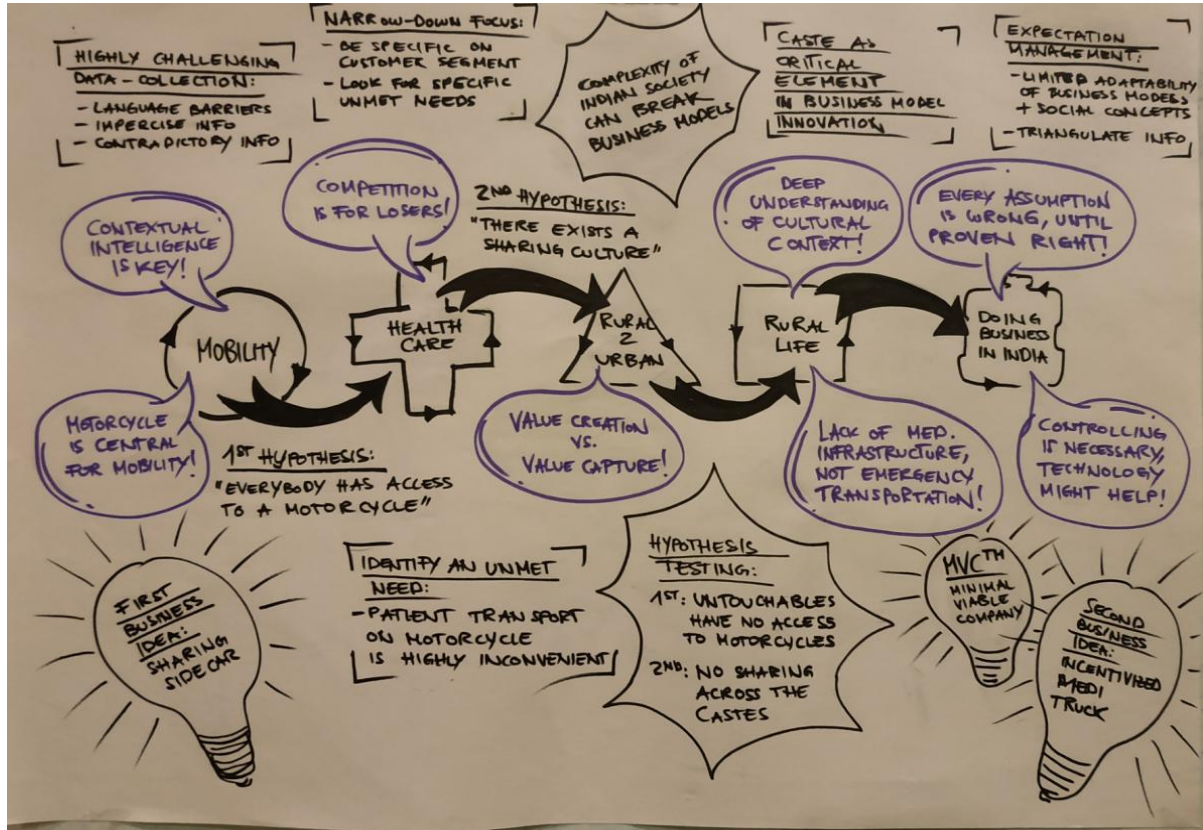
Outlook on 2021

In 2021, 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 Center (ICC)

The India Competence Center at the University of St. Gallen advances the understanding of doing business in India and 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 a teaching course of Dr. Moser at the University of St. Gallen and is the focus of annual field trip course to India at Bachelor level. Due to COVID-19, this year it happened online but with very positive feedbacks.

Our Mission

In 2020, the India Competence Center 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 Center 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 fourth time a joint course with Prof. Dr. Paul Rollier from the School of Humanities and Social Sciences at the University of St. Gallen – due to COVID-19 it was organized online this year.. The course normally 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. This year, the students had to understand why agricultural reforms and productivity increases are not only a technical challenge.

Highlights

For the last eight 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 2021. As part of the ongoing research efforts, a few papers in prestigious journals have been accepted or published in 2020.

Activities and Projects

The India Competence Center at the University of St. Gallen is dedicated to research and teaching activities. For example, Dr. Moser jointly with Michael Enderle from EurAsia Competence 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 Center 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 3 years before.



Outlook on 2021

In 2021, the India Competence Center will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. The India Competence Center and with the support of Prof. Ruigrok and support from the International Management specialization at the BSc level will offer a new course on “Doing Business in India”. In addition, the India Competence Center 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 internationalizing 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 Center (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.

Preparations for the 2nd Sino-Swiss FTA Report

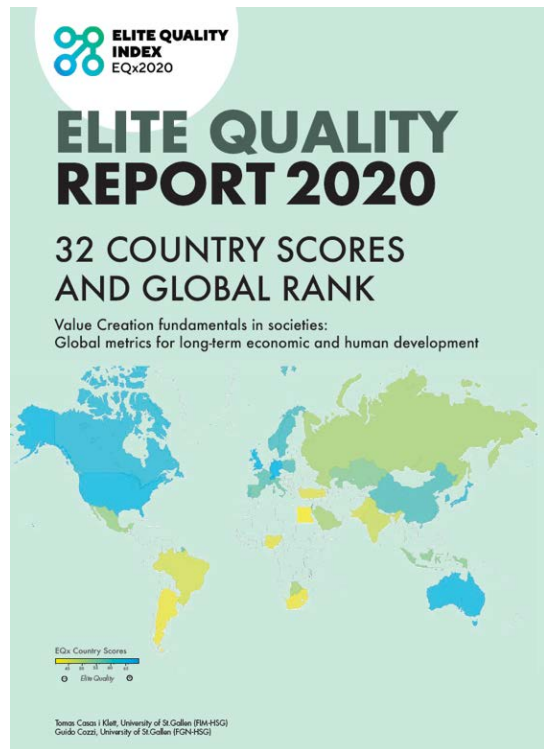
The Sino-Swiss FTA academic evaluation is the result of a in bilateral collaboration by the University of St. Gallen (HSG), the University of International Business and

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 2021 survey of Chinese and Swiss users (and non-users of the FTA) important insights of why firms do not make effective use of the FTAs are expected to be gained. Also, the relationship of the FTA to FDI is explored. In the same vein we are examining the impact of BRI and RCEP on the FTA. In these efforts SSCC relays on the valuable support from Swiss institutions like the Swiss Embassy in Beijing, SwissCham and the Sino-Swiss Centers.

Global Elite Quality Research

FIM together with the Institute of Economics (FGN-HSG) has launched the Elite Quality Index (EQx). This political economy index rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces that condition the degree of internationalization of firms when engaging with diverse political economies.

Upon completing the EQx dataset with 32 countries and 72 indicators the research team started to engage research partners in China and other Asian countries. The research objective is to use the dataset to predict business phenomena and provide explanations more fitting than existing alternatives. Moreover, economists might use EQx to better understand economic growth and human development.



China			Population (m)	1393		
EQx2020 Country Scorecard			GDP US\$ (bn)	13'608		
			GDP per capita (USD)	9'771		
Level 1 – Index		EQx Rank / 32	12	EQx Score	58.4	
Level 2 – Sub-Indices & Index Areas						
EQx Sub-Indices			EQx Index Areas			
	Power	Value	Political Power (I)	Economic Power (II)	Political Value (III)	Economic Value (IV)
	Rank / 32	Score	Rank / 32	Score	Rank / 32	Score
	19	58.2	24	52.6	5	61.0
					7	60.8
					13	57.4
Level 3 – Pillars						
		Rank / 32	Score			
i.1	State Capture	26	49.4			
i.2	Regulatory Capture	21	58.9			
i.3	Human Capture	22	48.3			
ii.4	Industry Dominance	9	46.0			
ii.5	Firm Dominance	16	40.2			
ii.6	Creative Destruction	9	43.4			
iii.7	Giving Income	3	70.5			
iii.8	Taking Income	9	67.5			
iii.9	Unearned Income	29	38.9			
iv.10	Producer Rent	30	29.2			
iv.11	Capital Rent	7	68.0			
iv.12	Labor Rent	2	69.7			
Level 4 – EQx Variables						
		Rank / 32	Score			
COR	Political corruption	20	49.7	SNT	Subsidies and transfers as % of expenses	n/a
MOR	Social Mobility	22	33.5	REG	Regional redistribution as % of government	7
PDE	Political decentralization	21	22.1	EDU	School life expectancy	n/a
ADE	Administrative decentralization	4	87.3	GPS	Expenditure on general public services as %	3
PGL	Political globalization	18	79.0	GHS	Global Health Security	24
WPI	Women's Power Index	27	29.4	COV	Covid-19 safety	5
GRC	Government's responsiveness to change	20	58.9	DCT	Corporate tax rate (dev. fm optimum)	14
DBI	Institutional quality	19	72.7	DKI	Delta capital gains tax vs income tax	22
CRO	Crony-capitalism	12	62.8	DOM	Homicide rate	6
EXP	Expropriation risk	28	28.8	INE	Top 10% share of pre-tax national income	11
PMI	Protecting Minority Investors	12	77.2	FDE	Fiscal decentralization	3
ECR	Ease to Challenge Regulations	20	29.0	DTR	Tax revenue as % of GDP (dev. fm optimum)	15
UNI	Unionization rate	22	13.9	BRD	Battle-related deaths per 100,000 people	1
PSE	Public sector employees as % of total empl.	13	62.3	DUT	Dutch disease propensity	19
CBC	Collective Bargaining Coverage	n/a	n/a	SOE	State ownership, control and involvement in	21
GSI	Global Slavery Index	19	64.5	EPI	Environmental Performance Index	28
WBL	Women, Business and the Law	23	49.9	DBT	Government Debt as % of GDP	15
IEE	Top 3 industries exports as % of GDP	n/a	n/a	TBF	Trade freedom	26
IRE	Top 3 industries as % of GDP	n/a	n/a	BTE	Barriers to entry	21
ECI	Economic Complexity Index	14	73.8	FDI	FDI net inflows as % of GDP	22
IVA	Top 3 industries as % of VA	19	44.3	BTf	Barriers to FDI	25
PRO	Top 10 firms profitability	23	29.2	EGL	Economic globalization	27
SME	SMEs per 1,000 people	n/a	n/a	DHC	Health Care as % of GDP (dev. fm optimum)	18
ATK	Antitrust exemptions	n/a	n/a	OPB	Open for Business	9
BIW	Billionaires' wealth as % of GDP	12	51.0	DNI	Neutral interest rate (dev. fm optimum)	9
FKG	Top 10 firms market cap as % of GDP	10	61.7	DOI	Inflation (dev. fm optimum)	1
FRG	Top 3 firms revenues as % of GDP	7	62.8	CUA	Currency appreciation	1
FRR	Top 30 firms revenues as % of GDP	9	61.4	GOL	Gold demand as % of GDP	17
LIB	Lerner Index banking sector	20	42.1	DMA	M&A as % of investment (dev. fm optimum)	19
TUL	Listed firms turnover, long run 15 years	1	92.6	UEM	Unemployment rate	5
TUS	Listed firms turnover, short run 3 years	1	99.8	LFP	Labor force participation rate	n/a
ENT	Entrepreneurship	19	40.4	WLP	Delta real wage vs labor productivity increa	n/a
VCK	VC finance	5	78.3	LDR	Labor dependency ratio	3
RND	R&D % GDP	10	77.9	YUN	Youth unemployment rate	15
BTS	Barriers to start-ups	21	0.2	GWG	Gender wage gap	n/a
ENR	Firm entry ratio	n/a	n/a			
EXR	Firm exit ratio	n/a	n/a			

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. Moreover, in collaboration with the HSG Executive School, Doing Business in China module and an International Management module have been developed for executive education degree programs. These modules are offered in collaboration with partner institutions in Shanghai – Shanghai Jiaotong University – and in Beijing – Tsinghua University, as well with partner institutions along the New Silk Road.

Belt & Road Initiative (BRI) , RECEP 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) and a peer reviewed research with novel insights framed by narrative economics is expected to be published in the course of 2021. In addition, the SSCC survey will inquiry about the relevance of BRI to Swiss and Chinese companies. At the same time RCEP might prove to be both a challenge and an opportunity and is part of the research. Of relevance is how the COVID-19 pandemic has affected trade and investment as well as the institutional and firm responses.

Outlook 2021

For 2021 CCC will continue to develop its China research, executive education and teaching and work closely with Chinese partner institutions and firms. One of the most important projects in 2021 is preparation for SSCCs second edition of the Sino-Swiss FTA Academic Report launch event which would be hosted of UIBE. In addition, the EQx2021 with unique data and special analyses of Asian countries is being prepared for launch in the first half of 2021.

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 Labor 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 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. It provides guidance, analysis and training on how to achieve more diversity and inclusion in their organizations. 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 is growing fast. Currently 16 team members support the Competence Center

Our Mission

Managing diversity and inclusion (D&I) 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 as well as the customer perspective. Our years of experience in D&I research and consulting as well as our ability to offer customer service packages that span a wide range of methodological approaches make us the ideal partner for companies at any stage of the D&I journey.

Our services include sophisticated HR analytics, employee surveys, individualized 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 organizations, across various internal business units, as well as externally with their peers and competitors in the same industry. We also analyze companies' salary structures for potential gender-based discrimination and give recommendations on how to improve.

CCDI is bound together by a strong two-way link between Academia and Practice. Emerging innovative practice as well as challenges are identified, codified, placed in relevant frameworks and models and tested.

Highlights 2020

Despite the unusual circumstances surrounding a global pandemic, the CCDI has been able to expand its pioneering work on diversity and inclusion in the Swiss workplace.

In 2020, the annual diversity benchmarking analyses trained a special spotlight on the question of generational diversity. Apart from the usual benchmarking analyses, the reports explored both age and generational diversity, compared demographic patterns by gender, and delved into hiring and retention trends for different age and generational groups. CCDI plans to continue exploring a diversity-related focus topic every year in addition to the regular benchmarking analyses. Benchmarking analyses were also conducted via a specially developed tool for the first time.

The CCDI also honed its focus on industry-specific benchmarking analyses, publishing a report specific to Swiss banks, insurance companies, public administrations as well as institutions of higher education. Among several large-scale projects, the CCDI worked with multiple large companies and organizations to develop targeted D&I strategies based on thorough analyses ranging from HR process evaluation, in-depth interviews, quantitative benchmarking and salary analysis. The CCDI also worked with a public administration organization to evaluate its long-year diversity engagement, providing a thorough assessment as to where the organization stands and where it has room to improve.

CCDI further grew its salary analysis team by two new members to meet the demand for cutting-edge wage analysis that has come with the revision of the Swiss Gender Equality Act, in place since July 2020. The CCDI "Wage Center" worked with multiple large clients from the financial, insurance and transportation sector to provide in-depth analyses of potential wage inequality and based on findings regarding subgroups of employees and wage levels which are most prone to wage discrimination. It continued to award the "We Pay Fair" certification to companies if the wage analysis result conformed to the CCDI standards. The CCDI also organized and conducted

workshops for companies and organizations to familiarize them with the Logib salary analysis tool.

Gudrun Sander represented Switzerland together with Dr. Petra Jantzer (president of ADVANCE and managing director at Accenture) and the Federal Office for Gender Equality in the EMPOWER G20 initiative. This initiative aims at increasing the number of women in leadership positions in the private sector globally.

In 2020, the CCDI team grew by five faces and ended the year with 16 team members and additional support by six students, thereby deepening its expertise in quantitative research methods, expertise on salary analysis and wage inequality as well as project management.

CCDI and its work have been widely covered in the media. Especially the 4th annual Advance and HSG Gender Intelligence Report gained a lot of attention. Gudrun Sander gave interviews during this whole unusual 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 continues to publish a bi-monthly newsletter (make sure to subscribe here: <https://ccdi-unisg.ch/de/>) and launched a series of webinars in 2020 covering topics ranging from gender and generational diversity to the challenges and opportunities for new work forms during the pandemic.



Activities and Projects

In September, CCDI usually co-organizes the annual Diversity & Inclusion Conference at the University of St. Gallen. To protect the health of all participants in the face of Covid-19, the decision was made to instead hold a weeklong “D&I Week” consisting of 10 online sessions around the theme of “Inclusive Leadership: Leveraging Age Diversity”. In the workshops, current research results from the University of St. Gallen were presented. Also, a part of the five-day programme was an interactive online workshop with the title “Successful Use of Generational Diversity”. The programme was conceptualized and moderated by 20 speakers from research and practice. 737 people interested in diversity registered for the events, mainly from Switzerland, Germany and Austria. That means that the online format made the valuable contents and insights accessible to a much wider audience than ever before.

A highlight of the D&I Week was the presentation of key insights from this year’s Gender Intelligence Report (GIR). The annual GIR was the result of a benchmarking study CCDI conducted on behalf of ADVANCE Women in Swiss Business, a NPO. Seventy-five Swiss-based companies participated and delivered their HR data, significantly expanding the sample once more compared to the previous year. Published in September, the report received much positive attention in the media. Among its findings, the GIR introduced the Gender Maturity Compass, an innovative model to gauge the level of D&I maturity in Swiss companies and organizations. The report concluded that while some progress was made in terms of women’s representation in upper management levels, there is still much room to grow when it comes to gender maturity in the Swiss workplace. The report is available for download

from our website (<https://advance-hsg-report.ch/>).

The CCDI team continued training companies in reducing unconscious biases in their decision-making – both in person and online and in German as well as English.

Outlook 2021

CCDI will further grow in 2021. Beginning of the year Jamie L. Gloor, PhD, who won one of the very competitive SNF PRIMA grants, is joining the team and will focus on her research project on “Leadership Diversity through Sports” with two PhD students over the next five to six years. Christian Pierce will support the team on the topic of racial diversity and Melissa Reynolds will come back to the CCDI and work with the benchmarking and GIR team.

As Switzerland celebrates 50 years of women’s voting rights, one focus area in 2021 will be the advancement of gender diversity and the inclusion of women in the workplace. The annual benchmarking analysis will focus on women’s careers and the CCDI will participate in and co-organize various events and webinars about related topics.

The CCDI will also expand its work in the field of equal pay as well as racial diversity. Together with the Executive School several new learning formats on D&I topics are on the way. And together with our colleagues from the Center for Top Teams, we intend to broaden our offerings towards a holistic Inclusion and Diversity Management, also integrating deep level diversity topics etc.

Please be sure to save the date for the fifth annual St. Gallen Diversity & Inclusion Week, which will take place from September 13 to 17, 2021, likely online and if possible, with an onsite networking day. 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.



Competence Centre for the Top Teams (CCTT)

The Competence Centre for Top Team at the University of St. Gallen's mission is the understanding of the high-performance of 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 2020 CCTT built an online platform to conduct team surveys and produce reports that provide key insights to reflect on team leadership, teamwork and increase team performance. Modules developed include Objective Setting, We Consciousness or Team Conflicts. FIM's international mandate and spirit means diverse contexts, and we seek to survey and make a difference for team across the world and industries.



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 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 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

problems) 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 of hands-on, performance-oriented practice and executive education programmes that provide insight on top teams and how to raise their performance.

Highlights, virtual teams and beyond

The COVID-19 pandemic disrupted teamwork across organizations and teams hastily moved to digital platforms such as Zoom. Together with the Executive School (ES-HSG) the CCTT-HSG developed the “Leading High-Performance Teams in the Digital Age” (HPT) course for team leaders, and those who realize leadership skills have become increasingly important when supervisors and team members frequently communicate virtually. The goal is to increase understanding of the new methods that are needed to motivate, organize or discuss and communicate successfully in the virtual space. To tackle these new leadership challenges, the HPT programme will help participants read the reality of the team in the digital age and leverage the full potential of each team member. The course will be delivered in 2021, and includes the key drivers, implications and critical contextual factors of high-performance teams.

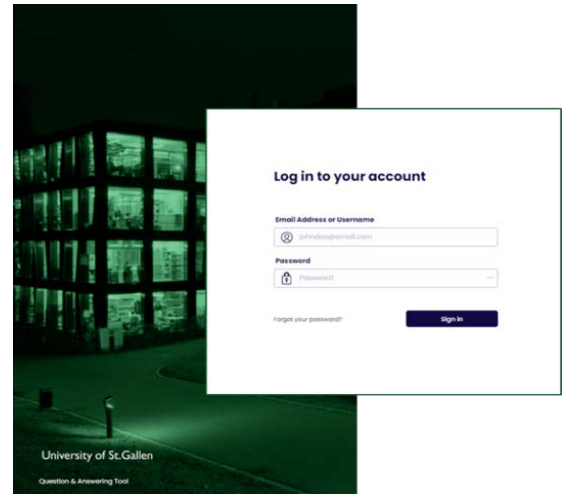
The HPT, in consistency with SGTT’s vision, is designed as a highly practical programme, to equip team members with effective tools for understanding and improving the team’s performance. In seven bi-weekly virtual modules, SGTT tools will be applied to the participants’ teams’ context, creating an immediate impact on their teams’ effectiveness.

SGTT technology platform and modules

During 2020 the main objective of fine-tuning and academically testing the framework for the St Gallen Top Team (SGTT) was achieved. Concrete progress includes:

1. Investment in the upgrade of an automated, user friendly online survey system, which facilitates data collection.
2. Development of automated reporting for team survey results from the team data collected.

3. Benchmarks to compare team results across companies, countries and industries.



The SGTT module questionnaire developed will examine how the team along with the team leader can realize top performance. The questionnaire includes:

1. The original “We Consciousness”, which is defined as the team spirit. SGTT measures both affective and cognitive components of teamness, conceptualized as team feeling and team thinking.
2. Surface level diversity measures the socio-demographic, experiential and team tenure diversity within a team.
3. Objective Setting assesses the extent to which team members are aligned on team objectives
4. Team Conflicts measures the relationship and task conflict within the team and conflict resolution skills of members
5. Team performance evaluates the perceived performance of the team.



Outlook 2021

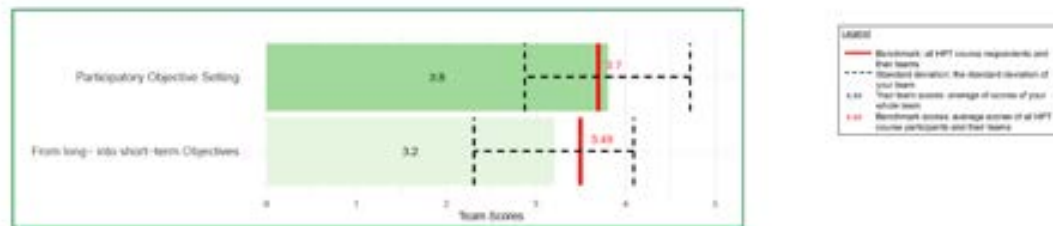
The SGTT framework will continue to be implemented in a variety of learning contexts, such as courses at the HSG Executive School, with partners in China or Russia or at SIM and CEMS course Master-level course. The benefit of SGTT insights for team performance is what drives us forward.

For 2020, specific CCTT plans revolve around conducting SGTT surveys and delivering structured insight to teams, organizations and students with the new technology infrastructure. In the process the CCTT team gathers data on the various SGTT modules which are then continuously

developed. Not only will clients benefit from our insight, but steps towards model validation will be achieved. At the same time the technology infrastructure, both the survey and the report components, will be constantly upgraded.

In short, the CCTT plans to further strengthen the SGTT model, the underlying technology and the partnerships, within the HSG, with academic institutions and with leading corporations in order to ultimately add value to teams, both in their digital and traditional offline interactions.

How - Process of reaching objectives



In the H4W framework, **From long- into short-term Objectives** and **Participatory Objective Setting** represent the **How**, measuring how the team is setting and pursuing its objectives.



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Addition to the team and contact person

Anne-Sophie Bacouël has joined the CCTT team as a PhD researcher in Spring 2020. Since joining CCTT, she has worked on developing both the survey platform and the automated reports, as well as supporting the rest of the CCTT team on research projects.

If you'd like to know more about our research projects at within CCTT, contact Anne-Sophie at anne-sophie.bacouel@unisg.ch.



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 2020 of the "Accelerating Global Growth" Program at Executive Campus, HSG in February 2020

Our Mission

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 several programs for our corporate partner network despite the Covid restrictions which led to the postponement of some events to 2021.

We successfully completed the opening module of the Global Account Manager Certification Program (GCP)/ "Accelerating Global Growth" Program in February 2020 with keynote speakers including Prof. Heike Bruch for Leadership insights, Prof. Thorsten Truijens for Financial Management with global customers and Grammy-award

winner Christian Gansch, highly regarded internationally as a conductor, producer and consultant, focusing on the topic of what businesses can learn from orchestras and addressing leadership issues and complex, cross-departmental communications in large organizations. Dr. Christoph Senn was the keynote for Triple Fit Methodology as a process for building high-value B2B relationships. We also had industry experts sharing their B2B Customer-Supplier journeys and guiding the candidates through real-life examples and detailed coaching for the Value Creation Projects, or VCPs which will be developed by the participants as a real-life case projects creating measurable impact with their customers or within their organizations.

Following the implementation of the Covid-19 regulations, Modules 2 and 3 of the program have been postponed into 2021 and will now be held through both in-person and virtual options for the participants. In the meantime, we have continued to interact with our participants via regular online discussions and coaching calls. Our main annual event, the GAM Summit/ Value Creation Summit focuses on the theme of value creation in current times and will now be held on Friday, September 17, 2021 along with the ceremony for the Impact Awards for 2020-21.



GCP participants at Executive Campus, HSG in February 2020

Triple Fit Train-the-Trainer Program 2020

We held the 3-day Triple Fit Train-the-Trainer (TTT) event at Arbon from September 22-24, 2020 with Covid safely regulations. The key deliverable of the TTT Program is helping the companies better understand the Triple Fit Canvas methodology and identify new sources of value beyond products and services. It helps all involved stakeholders adopt a customer-centric perspective and serves as a shared lens to find common ground for value creation from both the supplier's and the customer's perspective.

One key goal of the research at CGAM is use the Triple Fit Canvas as a tool to generate and analyze data on the B2B customer relationships of the organizations working with us. The Triple Fit Canvas (TFC) Assessment serves as a first key indicator of the relationship performance for the organizations and further helps develop a strategic review of their customer portfolio. The TTT Program this year was thus a helpful forum for companies to learn and implement the tools that they would need to conduct a thorough B2B relationship review and contribute the data generated to our research at CGAM.



Triple Fit Train-the-Trainer Program at Arbon in September 2020

Benchmarking Conference 2020 in Zurich for the Collaborative Customer Relationships (CCR) Consortium

The CCR Consortium was setup as the data generation platform for a doctoral research project lead by Mehak Gandhi. The mission of the CCR Consortium has been to help B2B companies identify successful customer-supplier

relationship patterns. By working together in a strict non-competing and non-commercial environment, the CCR Consortium has brought together nine global companies to explore the next best practices in value co-creation with their B2B customers.

In 2020, we organized the second edition of the annual benchmarking conference on October 8-9, 2020 at Zurich

with around 35 participants from our member companies joining in person or virtually due to travel restrictions. The conference saw comprehensive discussions on their B2B customer portfolios, including presentation of their high-performing customer cases and sharing of implementation

Transition To MSEI, INSEAD and Outlook on 2021

With Dr. Christoph Senn's new role as Adjunct Professor of Marketing at INSEAD in Fontainebleau, we will be continuing the CGAM activities through the Marketing & Sales Excellence Initiative (MSEI) at INSEAD, where Dr. Senn also serves as Co-Director. MSEI envisions to become the premier global forum for marketing and sales excellence with a mission is to make a positive difference in how value is created and shared in markets, relationships and networks between individuals, organizations, and society at large. Our existing partner firms will be invited to join us for the events and consortium held under the new MSEI banner.

experiences. We also performed a Strategy Check which looked into the alignment between their corporate strategy and customer strategies and formulation of the strategic planning processes in their respective organizations with the actions steps and roadmaps for improvement.

We look forward to continuing the journey started by CGAM eight years ago in a different format and taking it to new heights in both research and practice. At the same time, we would also like to extend our gratitude for St. Gallen's support of the transition to MSEI. Thank you, Winfried, and the whole FIM team for eight wonderful years and all the best for the future!

Save the date: The next Value Creation Summit takes place on **Friday, September 17, 2021**



CCR Consortium Benchmarking Conference participants in Zurich in October 2019

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 behavior 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 behavior and their implications

Listed companies in Switzerland and abroad are confronted with new shareholder behaviors 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 behaviors 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.

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, Group General Counsel of Zurich Insurance
- 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 a further workshop 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

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. In 2020, we presented these guiding principles in several audiences in academia and in the business world.

Furthermore, the Advisory Board had impact on several important topics in the work of the Swiss parliament on the revision of the Code of Obligations (law of the corporation), which the parliament has adopted in 2020 and which will probably enter into force in 2022.

Three of our members play an active role in the European Council on Corporate Governance of The Conference Board. David Frick is for several years now Co-Chair of the Council; in 2020, Bruno Heynen has been elected Co-Director of the Council.; and Andreas Binder is a member of the Council. The Council meets three times a year and discusses current topics and challenges of corporate governance in listed companies in Europe. Our engagement in the European Council on Corporate Governance grants us invaluable access to the current hot topics in corporate governance from the perspective of the issuers as well as from the investors' view.

Outlook 2021

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 behavior of shareholders, board members and executives of listed companies. And we will continue our exchange with the lawmaker regarding current corporate governance topics).

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 2020 FIM faculty realised the following publications and papers:

Scholarship Contribution

Refereed journal articles

Georgakakis, D., & Buyl, T. (2020). Guardians of the previous regime: Post-CEO succession factional subgroups and firm performance. *Long Range Planning*, 53(3), 101971.

Georgakakis, D., Heyden, M. L., Oehmichen, J. D., & Ekanayake, U. I. (forthcoming). Four decades of CEO-TMT interface research: A review inspired by role theory. *The Leadership Quarterly*, 101354.

Casas i Klett, Tomas & Jan, Ketil Arnulf (2020) Are Chinese Teams Like Western Teams? *Indigenous Management Theory to Leapfrog Essentialist Team Myths. frontiers in Psychology*, 11 (1758). 1-16.

Kalogeraki, O., Georgakakis D., & Ruigrok, W. CEO gender, ideology and the gender-pay gap in top

management teams. *Academy of Management Best Paper Proceedings*, <https://doi.org/10.5465/AMBPP.2020.204>

Mueller, P., Georgakakis, D., Greve, P., & Peck, S.I., Ruigrok, W. In press. The curse of extremes: generalist career experience and CEO initial compensation. *Journal of Management*. <https://doi.org/10.1177/0149206320922308>

Sander, G., Hartmann, I., Keller, N. & van Dellen, B. (2020): Inklusion massgeschneidert fördern mit Mixed Methods. *ZDfm – Zeitschrift für Diversitätsforschung und -management*, 5(2).

Contributions to edited volumes

Casas i Klett, Tomas; Cozzi, Guido; Diebold, Céline Marie & Zeller, Camille: *Measuring Elite Quality*. , 2020, [img]

Casas i Klett, Tomas: *El gran dilema europeo contra el coronavirus: solidaritat o tecnologia?*

Sander, G., Hartmann, I., Keller, N. & Rudat, L. (forthcoming 2021): Diversity und Inklusion. In: Genkova, P. (ed.): *Handbuch Globale Kompetenz*. Springer VS

Sander, Gudrun / Keller, Nora (forthcoming 2021): McKinsey Gender Parity Report. In: Ng, Eddy / Stamper, Christina / Klarsfeld, Alain (Hrsg.): *Handbook on Diversity and Inclusion Indices: A Research Compendium*. Edward Elgar.

Levy, R., Sander, G. (forthcoming 2021): Weshalb diese Wandlungsresistenz der Geschlechterordnung in der Schweiz? Eine lebenslauftheoretische Perspektive. In: Abramowski, R., Hokema, A., Dingeldey, I., Schäfer, A., Scherger, S. (ed.): *Geschlechterungleichheiten in Arbeit und Sozialstaat. Stagnation oder Dynamik?* Campus

Sander, G., van Dellen, B., Hartmann, I., Burger-Kloser, D. & Keller, N. (2020): Inclusive Leadership: Overcoming Unconscious Biases in HR Decisions. In Tan, T.K.; Gudic, M. & Flynn, P. M. (Eds.): *Struggles and Successes in the Pursuit of Sustainable Development*. Routledge.

Sander, Gudrun (2020): Es ist ungleich spannender, selber gestalten zu können. In: Braun, M.L.: *Spitzenkräfte. Porträts von Frauen in Führungspositionen*, oekom.

Sander, G., Hartmann, I., Keller, N. & Petropaki, A. (2020). [Advance & HSG Gender Intelligence Report 2020. Accelerating Diversity with the Gender Maturity Compass.](#)

Sander, G., Hartmann, I., Niedermann, N. (2020). St. Gallen Diversity Benchmarking für Bankbranche 2020, 21. Juli 2020 (unpublished)

Sander, G., Hartmann, I., Keller, N. (2020). St. Gallen Diversity Benchmarking für Versicherungsbranche 2020, 18. Juli 2020 (unpublished)

Sander, G., Hartmann, I., Hodek-Flückiger, S. (2020). St. Gallen Diversity Benchmarking. Benchmarking 2020 – Öffentliche Verwaltungen, 7. August 2020 (unpublished)

Widmer, P. (2020). Geschlechterdisparität an der Spitze von Unternehmungen – Eine qualitative Untersuchung im Schweizer Bankensektor. London.

Opinion

Casas i Klett, Tomas: The West and Japan's Response to Cheap Money. In: the Globalist (2020).

La cimera d'aquesta setmana suposa un xoc entre dues visions sobre el futur. In: ARA (2020).

Working papers/reports

Binder, A. 2020. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. 6th edition, St.Gallen.

Binder, A. & Werlen, T. 2020. Introduction to Business Law. Volume II: Company Law. 6th Edition, St.Gallen.

Casas i Klett, Tomas & Cozzi, Guido : Elite Quality Report 2020: 32 Country Scores and Global Rank. Zurich and Geneva : Seismo Press AG, 2020 - ISBN 978-3-03777-240-9. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3676776

Chassot, J., Audrino, F., Huang, C., Knaus, M., Lechner, M., & Ortega Lahuerta, J. P. (2020). [How does post-earnings announcement sentiment affect firms' dynamics? New evidence from causal machine learning.](#)

Legge, Stefan & Casas i Klett, Tomas (2020) Thucydides Trap in the Business World: Corporate Strategy for a New Geopolitical Reality.

Contribution to the public

Non-academic / popular publications

Goop, Th. & Ott, K., [Zurücklehnen nach der Lohnanalyse?](#), Vista Blog 15. Mai 2020

Ott, K., [«A good leader is not characterized by full-time employment»](#), Vista Blog 31. März 2020 (also available in German)

Ott, K., [Top sharing: «We had to win them over»](#), Vista Blog 13. Mai 2020 (also available in German)

Sander, G., [Nicht nur des Vergleichens Willen](#), Vista Blog 22. Januar 2020

Sander, G., [Diversity pays – both economically and socially](#), Vista Blog 22. Januar 2020

Sander, G., [Lohndiskriminierung beginnt im Kopf](#). Der Standard, 25. Februar 2020, S.30.

Sander, G., [Wage discrimination begins in our minds](#), femaleonezero.com, 17. März 2020.

Sander, G., [Starke Frauen im Gespräch. Diversität, Inklusion und Purpose](#). In: Ladies Drive 49/2020, S.66-67.

Sander, G., [Verify, but trust](#), Vista Blog 01. April 2020 (also available in German)

Sander, G., [Diversity: Jetzt erst recht!](#), Ladies Drive 50/2020, S.69.

Sander, G. & Droz, M., [Diverses Team steigert Unternehmensumsatz um ein Drittel, persönlich](#). Das Schweizer Kommunikationsmagazin für Entscheider und Meinungsführer 06. Juli 2020, S. 68-69.

Sander, G., [Auch wenn wir nicht wollen: wir](#)

[diskriminieren](#), Vista Blog 02. Juli .2020

Sander, G., [Befördern wir die Richtigen!](#), Ladies Drive 51/2020, S.61.

Sander, G. & Ott, K., [Digitalisierung in der Personalauswahl. Bessere Personalentscheidungen dank KI in der Rekrutierung?](#) In: personal Schweiz, September 2020, pp. 34-35.

Sander, G., [What works best for recruitment: experience or artificial intelligence?](#), Vista Blog 18. November 2020 (also available in German)

Rudat, L., [Psychological Safety: Der Weg von Diversity zu Inklusion](#), Vista Blog 26. Oktober 2020

Ruigrok, W. 2020. [Post-Pandemic Leadership Challenge](#). St Gallen's Prof Winfried Ruigrok describes the three-part strategic and human capital challenge posed by COVID-19. IEDP Knowledge, 2nd September. <https://www.iedp.com/articles/post-pandemic-leadership-challenge/>

Ruigrok, W. 2020. [COVID-19 ist eine Herausforderung für das Humankapital](#). Blog, Executive School of Management, Technology and Law. 13th May. <https://www.vista.blog/covid-19-ist-eine-herausforderung-fuer-das-humankapital>

Widmer, P., [Women return to business...with confidence and cutting-edge skills](#), LinkedIn, 6. März 2020



About FIM-HSG in the Media

Ines Hartmann:

[«SRF Forward»: Subtiler Sexismus am Arbeitsplatz](#), srginsider.ch / SRG Deutschschweiz Insider, 23. Juni 2020

[Bei Beförderungen von Frauen hakt es Karriereleiter: Für Frauen ist es häufig schwieriger ins Management aufzusteigen](#), handelszeitung.ch / Handelszeitung, 10. September 2020.

Gudrun Sander:

[Wir alle diskriminieren, ohne es zu wollen](#), beobachter.ch, Januar 2020

[«Wenn wir über die Landesgrenzen schauen, sehen wir einige Modelle»](#), Volksblatt Liechtenstein, 22. Februar 2020

[International Women's Day Will a more feminine parliament advance the Swiss gender agenda?](#), swissinfo.ch, 08. März 2020 (available in several languages)

[Lohnungleichheit wird zum Aushängeschild](#), Radio SRF 4 NEWS / SRF 4 News, 09. März 2020

[Die Daten der Erwerbstätigkeiten von Frauen und Männern nähern sich immer mehr an](#), SRF 1 / Tagesschau Hauptausgabe, 09. März 2020

[Kinderbetreuung bleibt Frauensache](#), srf.ch, 11. März 2020

[Karriere ja, aber ohne Kind](#), Schweiz am Wochenende, 14. März 2020

[Vereinbarkeit von Arbeits- und Familienleben: Nestlé reagiert](#), SRF 1 / Tagesschau Hauptausgabe, 25. Mai 2020

[Wie Unternehmen um die schlauesten Köpfe buhlen](#), srf.ch / SRF Schweizer Radio und Fernsehen Online, 26. Mai 2020

[Nur Männer führen die SBB – nun wird eine Frauenquote gefordert](#), bluewin.ch, 28. Mai 2020

[«Gender Matters»-Video für ein Jahr Frauenstreik](#), stgallen24.ch / StGallen24, 16. Juni 2020

[Viele Studierende, kaum Professorinnen. Die Ausnahme](#), beobachter.ch / Beobachter Online, 19. Juni 2020

[Schweizer Firmenspitzen werden weiblicher](#), SRF 1 / Tagesschau Hauptausgabe, 17. Juli 2020

[Traditional working model hampers Swiss women's careers](#), swissinfo.ch, 09. August 2020 (available in several languages)

Schlüsselmoment in der Karriere vieler Frauen, Panorama / Bildung Beratung Arbeitsmarkt, 19. August 2020

[Diversity als Führungsaufgabe](#), HSG Focus, 3/2020.

[Women still struggle to break top ranks in Swiss firms](#), swissinfo.ch, 10. September 2020 (available in several languages)

Diversity: Gläserne Decke hält sich hartnäckig, hr-swiss.ch / HR-Swiss, 11. September 2020

[Nur 18 Prozent der Top-Manager sind Frauen: Eine HSG-Professorin erklärt, wie sich die Geschlechterverteilung in Schweizer Firmen verbessern lässt](#), tagblatt.ch / St. Galler Tagblatt Online, 12. September 2020

Wo die Männer mitgemeint sind, Schweiz am Wochenende & Liechtensteiner Vaterland am Wochenende, 12. September 2020

«Diesen Talentpool muss man nutzen», Schweiz am Wochenende / St. Galler Tagblatt, 12. September 2020

[Die «gläserne Decke» ist noch nicht durchbrochen: Frauen steigen nur langsam in Führungsjobs auf](#), tagblatt.ch / St. Galler Tagblatt Online, 12. September 2020

[Diversité des genres: trente dirigeants s'engagent pour des mesures concrètes](#), Banque Swissquote FR & Zonebourse, 18. September 2020

[Résumé des principales informations économiques du vendredi 18 septembre 2020](#), AWP Informations Financières & tradedirect.ch/fr / TradeDirect FR & Zonebourse, 18. September 2020

Les dirigeants d'ABB, Adecco ou encore Swisscom s'engagent à briser le plafond de verre, agefi.com / L'AGEFI Online, 18. September 2020

[Kompetenz gegen dumme Sprüche](#), Schweiz am Wochenende / Der Rheintaler, 19. September 2020

[Schweizer Firmen behindern die Karriere vieler Frauen](#), Sonntagszeitung & tagesanzeiger.ch, 27. September 2020

[Warum der Chef meistens Thomas heisst – und fast nie Maria](#), NZZ am Sonntag, 04. Oktober 2020

«Die Schablone des Vorsorgesystems ist männlich», NZZ am Sonntag, 15. November 2020

[Warum unsere Vorsorge noch immer auf die Männer zugeschnitten ist](#), nzzas.nzz.ch / NZZ am Sonntag Online, 14. November 2020

Die Pensionierungswelle der Babyboomer macht Spitzenplätze frei, Ladies Drive, 07. Dezember 2020

Patricia Widmer:

[Back to Business](#). Annabelle, 20. November 2020

[Endlich Chefin](#). Beobachter, 31. Juli 2020

Fehler im System. HR Today, Nr. 9, September 2020

Der Arbeitsmarkt verzeiht eine tieferqualifizierte Rolle nicht. Tamedia, Oktober 2020

Schlüsselmoment in weiblichen Karrieren. Panorama, Juli 2020

[Schweizer Firmen behindern die Karriere vieler Frauen](#). Sonntagszeitung, 27. September 2020

[Karrieren mit Ecken und Kanten](#) – HSG Focus 3/2020.

Winfried Ruigrok:

Das Team verteilt auf Büro und Home Office: Wie Chefs das meistern. Handelszeitung, 07.05.2020. <https://www.handelszeitung.ch/beruf/das-team-verteilt-auf-buro-und-home-office-wie-chefs-das-meistern>

Digitalisierung für die Chefetage. St. Gallen Tagblatt, 03.07.2020. <https://www.tagblatt.ch/wirtschaft/viele-chefs-wollen-bei-der-digitalisierung-dazulernen-die-uni-stgallen-hilft-ihnen-dabei-mit-einem-neuen-lehrgang-ld.1234943?reduced=true>

Umdenken in den Schweizer Chefetagen. Neue Zürcher Zeitung, 25.11.2020 Schweizer Chefetagen: Einheimische holen gegenüber Ausländern auf (nzz.ch).



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, Emanuel Probst, CEO of Jura, shared his 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 Dr. Alessandro Anastasio, Head of Global Marketing Programmes at Julius Baer 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.

Pre-experience Education

BA courses at HSG:

Andreas Binder:

"Einführung ins Privatrecht". Bachelor degree lecture (together with Prof. Dr. Isabelle Wildhaber), autumn semester 2020.

Tomas Casas i Klett:

"Doing Business in China"

Dimitrios Georgakakis:

International Management. Bachelor in International Management, University of St. Gallen., Fall Semester 2020.

Strategic Leadership. Bachelor in International Management, University of St. Gallen, Fall Semester 2020.

MA courses at HSG:

Andreas Binder:

Corporate Governance. Master degree course (together with Prof. Dr. Roland Müller), spring semester 2020.

Mergers & Acquisitions. Master degree course (together with Prof. Dr. Xena Welch Guerra), autumn semester 2020

Tomas Casas i Klett:

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

"China's Political Economy: Growth, Opportunity and Sustainability"

"Disruption and Innovation in International Business" (CEMS)

Business Project (CEMS)

Dimitrios Georgakakis:

Diversity in Teams and Organisations. Master level. Kontextstudium. University of St. Gallen. Spring Semester 2020.

Ines Hartmann and Nora Keller:

Verantwortung/Responsibility: Inclusive Leadership – Wie führt man heterogene Teams in der Zukunft? Master degree course, fall semester 2020.

Ines Hartmann and Bianca van Dellen:

Verantwortung/Responsibility: Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? Master degree course, spring semester 2020.

Nora Keller:

Gesellschaft/Society: We are Family – Care, Erwerbsarbeit und Familienpolitik. Master degree course (jointly with Dr. Christa Binswanger), spring semester 2020.

Winfried Ruigrok :

International Management. Core course, Master of Business Administration (MBA) programme, provided in-class, supported by tailor-made videos, September-October 2020.

International Management. Core course, Strategy and International Management (SIM) programme, provided partly in-class and partly via Zoom, supported by tailor-made videos, September-December 2020.

International Business Strategy. Part of the thematic course "International Law and Business Strategy", Master

of International Affairs, provided via Zoom, November-December 2020.

International Management. Core course, Part-Time Master of Business Administration (MBA) programme, provided via Zoom, supported by tailor-made videos, December 17th-20th, 2020.

Post-experience Education

Executive Education/MBA:

Andreas Binder:

Gesellschaftsrecht. Lecture at Executive MBA, Executive Campus, University of St.Gallen, January 21, 2020.

Gesellschaftsrecht 2025. at HSG Highlights 2020 Seminar, Executive Campus, University of St.Gallen, September 9, 2020

Gesellschaftsrecht. Lecture at Executive MBA, Executive Campus, University of St.Gallen, October 20, 2020.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, November 17 & 18, 2020

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Panorama Resort Feusisberg, November 19, 2020.

Tomas Casas i Klett:

"International Management" a module offered as an international learning experience in collaboration with partner universities in China, Russia and Japan for the German-speaking

Ines Hartmann:

Final Module. Women Back to Business (WBB-HSG, German track), (December 17 – 18, 2020).

Final Module. Women Back to Business (WBB-HSG, English track), (November 30 – December 1, 2020).

Winfried Ruigrok:

International Management. Core Compulsory course, International Management Profile Area elective, Business Bachelor programme (BBA), provided in-class, September-October 2020.

International Management. Core course, Part-Time Master of Business Administration (MBA) programme, provided via Zoom, supported by tailor-made videos, December 17th-20th, 2020

Gudrun Sander:

Strategieentwicklung und -umsetzung. Women Back to Business (WBB-HSG, German track), (April 27 – 28; June 8, 2020).

Patricia Widmer:

Inclusive Leadership, Aiming Higher – Women's Leadership Programme (25 September 2020)

Final Module, Women Back to Business (WBB-HSG, English Track), (30 November – 1 December 2020)

Abschluss Modul, Women Back to Business (WBB-HSG, German Track), (17 – 18 December 2020)

Presentations, External Lectures and Seminars



Ines Hartmann:

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, spring semester 2020.

Qualitätsmanagement. Module for Höhere Fachschule agogis, spring semester 2020.

Soziale Organisationen. Module for Höhere Fachschule agogis, fall semester 2020.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind, fall 2020.

Brauchen Frauen andere Strukturen, Kulturen und Führungsverständnisse?, Medical Women Switzerland Jahrestagung, 26 September 2020

Impulse zur strategischen und operativen Führung von Kindertagesstätten und schulergänzenden Betreuungseinrichtungen, Marie Meierhofer Institut für das Kind, 13. Oktober 2020

Nicole Niedermann:

Generationenvielfalt erfolgreich nutzen, St.Galler Diversity & Inclusion Week, 11 September 2020, webinaris jointly with Bernadette Höller, Neustarter-Stiftung; further implementations: 29 September 2020, 20 October 2020

Winfried Ruigrok:

Internationalization in the digital age. Research talk at the Amsterdam Business School, University of Amsterdam, Netherlands, February 3rd, 2020.

Towards impactful Rankings. European Foundation for Management Development (EFMD) Conference for Deans & Directors General. Milan, IT, 14 February 2020.

Welcome to EMBA-HSG Homecoming. Executive Campus, University of St.Gallen, February 27th, 2020.

Fish start to rot from the head: The monitoring role of the board. Executive education session delivered to BI course "Governance - Risk - Compliance/Control & Internal Audit in Switzerland 2020". Executive Campus, University of St.Gallen, March 2nd, 2020.

Interkulturelles Management. Half-day executive education module, Certificate of Advanced Studies für Einkaufsleiter, Universität St.Gallen. Unrecorded lecture delivered via Zoom, 8th April, 2020.

Introduction and group moderation. "Dealing with Disaster". St.Gallen Board Retreat Virtual Roundtable,

University of St.Gallen, April 11th, 2020.

Making virtual teams succeed. Webinar delivered together with Stephanie Schoss as part of the series "HSG Insights: Management- und Führungstipps in der Corona-Krise", April 17th, 2020. <https://www.youtube.com/watch?v=G7YaNdNgJ3Y>

Strategy and International Management. Two-day executive education module. Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), University of St.Gallen. Unrecorded classes delivered via Zoom April 29th-30th, 2020.

Is COVID-19 a global crisis or also a crisis of globalisation? Webinar as part of the series "HSG Insights: Management- und Führungstipps in der Corona-Krise", May 8th, 2020. <https://www.youtube.com/watch?v=LUjfVeLWRvQ>

Leading high-performance teams in unprecedented times. Talk for C-Talks (an invitation-only peer-to-peer community of executive leaders from leading companies). Unrecorded talk delivered via Zoom, June 9th, 2020.

Die Executive School ist zurück. Kurzvideo, Executive School, Universität St. Gallen, 17th June, 2020. https://www.youtube.com/watch?list=PLI7z4k10oDm-X5vKg2EnmCEdo_g17_P4u&v=5qtN-HETO4M&feature=youtu.be

Strategy and International Management. Two-day executive education module. Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), University of St.Gallen. Delivered face-to-face June 16th, 2020.

Introduction and group moderation. "Behavioural shift in the boardroom." St.Gallen Board Retreat Virtual Roundtable, University of St.Gallen, June 19th, 2020.

Creating Effective Virtual Teams. Unrecorded talk delivered via Zoom at Roche. June 30th, 2020.

Julius Baer Young Partner Live Programme. Two-day training provided via Zoom, July 22nd-23rd, 2020.

Julius Baer Young Partner Live Programme. Two-day training provided via Zoom, August 11th-12th, 2020.

Graduation speech. MBA programme, University of St.Gallen. Pre-recorded. Broadcast on August 22nd, 2020.

Executive Education at the University of St.Gallen. Welcome talk delivered to Swissuniversities delegation visiting the University of St.Gallen, 1st September 2020.

Rankings: Funktionsweise und Ablauf. Präsentation für den Universitätsrat der Universität St. Gallen, Executive Campus, 07.09.2020.

Introduction, welcome and moderation. St.Gallen Board Retreat, Executive Campus, University of St.Gallen, September 11th-13th, 2020.

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 27th, 2020.

Two C-level initiatives: CEO Journey and St.Gallen Executive Retreat. Presentation, HSG Alumni Board, University of St.Gallen, November 11th, 2020.

Gudrun Sander:

Leadership, Diversity and Inclusion. CAS Leadership and Governance an Hochschulen, University of Zurich (12 September 2020)

Webinarreihe D&I über Mittag: «Lohnanalysen erfolgreich erstellen», 26. Februar 2020

Welche Rolle spielen Unconscious Biases in Beurteilungssituationen? Vortrag an der ZHAW in Wädenswil, 5. März 2020

Webinarreihe D&I über Mittag: «Inklusionskultur in wenigen Schritten messen», 10. März 2020

Workshop: "Lust auf Führung: Getting more leadership skills" for mentees at PSI, 12 March 2020

Webinarreihe D&I über Mittag: «Inklusive Kommunikation im Unternehmen fördern», 24. März 2020,

Kann die Corona-Krise flexibler Zusammenarbeit zum Durchbruch verhelfen? (HSG Insight), 7. April 2020

Lohnvergleichsanalysen ab 1. Juli 2020 – Was müssen Arbeitgeber wissen? 1. Mai 2020 Webinar für Arbeitgeber Banken

Webinarreihe D&I über Mittag: «Virtuelles Arbeiten - Versteckte Unconscious Biases im HR-Prozess», 7. Juli 2020

«Befördern wir die richtigen Personen nach der Corona Krise?» 15. Juli 2020 Nach-Corona-Webinar, HSG-Insight

Wie führt die Schweiz in Zukunft? Presentation at the HSG Alumni Conference, Zurich, 28 August 2020, jointly with Prof. MD Exadaktylos, Aris

Gender Maturity Compass: How progressive are Swiss companies? Presentation of the Advance & HSG Gender Intelligence Report 2020, St.Galler Diversity & Inclusion Week, 10 September 2020, jointly with Petropaki, Alkistis

Several further presentations at the St.Galler Diversity & Inclusion Week, 7 – 11 September .2020

Women Leaders in Academia and Business. Conference «Critical Gender and Diversity Knowledge. Challenges and Prospects», Think Tank Gender & Diversity, University of Applied Sciences and Arts, Northwestern Switzerland, Olten 20 – 21 November 2020, jointly with Löwe, Christiane

Inhouse Presentations, Workshops and Webinars with customers of the CCDI.

Patricia Widmer:

Diversity & Inclusive Leadership, Flughafen Zurich, 27. Februar 2020

Diversity, Unconscious Bias and Inclusive Leadership, Customer Workshop, 11 March 2020

Why continuous learning is important in expat life in terms of personal growth as well as transferring skills, IDCN Webinar, 8 May 2020

Diversity Management and Inclusive Leadership, CEMS Corporate Conference, 10 June 2020

Diversity in Zeiten von Corona - Auswirkungen der Corona-Krise auf Frauen, ES-HSG Webinar, 17. Juni 2020 (together with Gudrun Sander)

Lessons Learned: Making Lemonade on a Lockdown, SVIN Panel, 2 December 2020.

Visibilität und Personal Branding, ES-HSG Webinar, 13. August 2020

Gender Equality, HUFO Arosa, 14. August 2020

Corona: Different effects on men and women, SVIN Webinar Series, The new Normal: Perspectives for the AEC, 4. November 2020

Unconscious Bias – The key to making reflected decisions, Universität Zürich, 13. November 2020

Plan vs. Realität – Von der Karriereplanung zur Karrieregestaltung, Frauentagung 2020 Workshop 14 November 2020



Awards Services and Memberships

Honours and Awards

Winfried Ruigrok

Best Lecturer; Full-Time MBA programme (core courses). University of St.Gallen, Switzerland

Nominated (together with Olga Kalogeraki and Dimitrios Georgakakis). Best Paper Award, Gender, Diversity and Organization Division, Academy of Management, Vancouver, Canada.

Guhrun Sander

Top 100 of Women in Business



Thesis Supervision

Bachelor Theses Supervision

Winfried Ruigrok:

Spielmann, Nicola Gerardo : « Examining the relationship between CEO dismissal and faultlines from a socio-political perspective ».

Guhrun Sander:

Carré-Llopis, Amèlia: «Eine Analyse der Führung von multikulturellen Teams im Gesundheitsbereich am Beispiel von Altersheimen in der Schweiz».

Fischer, Nadja: «Regenbogenkarriere zum Erhalt von wertvollen Arbeitskräften 50+».

Schmid, Caroline Valérie: «Der Einfluss der Landes- und Unternehmenskultur auf diskriminierungsmindernde Massnahmen in der Schweiz».

Tomasevic, Milica: «Die Chance einer altersdiversen Belegschaft richtig nutzen».

Master Theses Supervision

Andreas Binder (Co-Supervisor):

Vrijhof-Droese, Urs: «Corporate Governance bei externen Vermögensverwaltungen in der Schweiz und Liechtenstein».

Dimitrios Georgakakis

Yao, Ma: «CEO succession in turnaround situations».

Nicolas Furrer: «CEO international experience and compensation».

Louis Frach: «Examining the impact of founder succession on CEO initial compensation: An empirical analysis».

Winfried Ruigrok (Judith Walls: Co-Supervisor)

Hutter, Katja: «Can CFOs make a difference toward sustainability? Characteristics of CFOs affecting corporate environmental ».

Kuenzle, Christin: «Personality traits of CEOs: The influence of CEOs personalities on the response to environmental sustainability motivated by shareholder activism».

Gudrun Sander:

Schneider, Nicole: «Elternschaftsmanagement in Schweizer Unternehmen».

Rudat, Lena: «Measuring the Compatibility of Professional and Private Life».

Sele, David Nikolaus: «Die Wechselwirkung von Unconscious Bias und Diversität».

Conte, Giulia: «Inclusive Workplaces - Measuring Inclusion within Swiss Firms in the Consulting Industry to Further Organisational Inclusive Practices».

MBA project supervision

Winfried Ruigrok:

Brenda XIAO: Diversity and Inclusion in the Workplace at Western Headquarters & China Affiliates - A Case Study

Engel, Aline: «Unternehmerinnen in der Schweiz - Eine Analyse von externen Rahmenbedingungen und persönlichen Merkmalen nach Geschlecht».

Schneider, Pascal: «Empirische Studie - Gender Biases bei der Kreditvergabepolitik von SchweizerBanken - Untersuchung des Zusammenhangs zwischen Geschlecht und Zugang zu Privatkrediten unter dem Aspekt von Basel III». Advisor with Prof. Dr. Ivo Blohm.

Moix, Jean-Vincent: «Implementing corporate burnout prevention and care in Valais - reality or illusion? A qualitative analysis from the perspective of employees affected». Advisor with Prof. Dr. Stephan Böhm.

Ciraci, Samira: «Frauen in der Führung – Folgen sie einem «weiblichem» Führungsverhalten?». Advisor with Dr. Christa Binswanger.

Bischofberger, Camilla: «Digitalisierung und Accessibility». Advisor with Prof. Dr. Nils Jent.

Ditzler, Luca: «Integration von Menschen mit Beeinträchtigung in der Gastronomie»

Kühl, Marcel: «Geschlecht und Führung in der Finanzindustrie». Advisor with Prof. Dr. Julia Nentwich

Doctoral dissertation supervision

Winfried Ruigrok:

Camillo Werdich: Internationalization in the Digital Age: Exploring the Link Between Digitalization and International Business Strategy.

Memberships and services to HSG community

Winfried Ruigrok:

Dean, Executive School of Management, Technology and Law.

President's Delegate for Executive Education and University Development.

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

Member, *Senatsausschuss*.

Member, Senate.

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

Member, School of Management Assembly.

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, Board of the Research Institute for Work and Employment (FAA HSG).

Academic Director for Diversity and Management Programmes, Executive School of Management, Technology and Law.

Co-Organizer of the 4th Diversity & Inclusion Week at the University of St. Gallen, September 7-11, 2020. (<https://inclusion-tagung.ch>)

Co-Organizer of the Working Group 50 Jahre Frauenstimmrecht

Member, HSG Alumni Association.

Memberships and services to other organisations

Andreas Binder:

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

David Frick:

Co-Chair of the European Council on Corporate Governance of The Conference Board.

Bruno Heynen:

Co-Director of the European Council on Corporate Governance of The Conference Board.

Winfried Ruigrok:

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).

Guðrun Sander:

Member EWMD European Women's Management Development Network.

Member Female Board Pool.

Member LLL League of Leading Ladies.

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.

Jury-Member and Laudator of the Swiss Diversity Award 2020.

Expert at the Scientific Advisory Board of „Silberfuchs“ – Generationenmanagement. Representative for Switzerland at the Empower G20 Group.

Christoph Senn:

President, St. Gallen Oncology Conferences Foundation (SONK)

Patricia Widmer:

Member LLL League of Leading Ladies.

Member of the Board of the Stiftung Look Good Feel Better.

Member of the Board of the Verein genisuisse and Expert of the Selection Committee.

Member of the Professional Women's Group Zurich.

Member of the SKO Schweizerische Kaderorganisation and the SKO International Managers Committee

Member of the Professional Women's Network Zurich and Zug

Member of the Digital Female Leaders.

Member of the Jury of the Fem Bizz Swiss Award.

Professional services and reviews

Dimitrios Georgakakis:

Kalogeraki, O., Georgakakis D., & Ruigrok, W. CEO gender, ideology and the gender-pay gap in top management teams. Academy of Management Meeting 2020, Virtual Meeting
<https://doi.org/10.5465/AMBPP.2020.204>

Werdich, C., Ruigrok, W., & Georgakakis, D.. Internationalization in the Digital Age: The Role of Cultural Distance and Industry Dynamism. Academy of Management Meeting 2020, Virtual Meeting

Winfried Ruigrok:

Reviewed for several refereed academic journals and international scholarly conferences.

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

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

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. D. Andreas Binder
Director Corporate Governance
Competence Centre



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



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. Dr. Peter Leibfried
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



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



Simona Scarpaleggia
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Head of the global Initiative
"The Future of our Work" at
INGKA Group (IKEA)

Team



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



Dr. Patricia Widmer
Programme Director For
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Programmes CCDI



Anne-Sophie Bacouël
Research Assistant and
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Meenu Bhargava
IT Project Manager
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Lena Maria Brunner
Student Research Assistant
CCDI



Amèlia Carré-Llopis
Student Research
Assistant CCDI



Jonathan Chassot
Head of IT Projects CCDI



Isabelle Chemelli
Head of Administration, HR
& Finance



Sandra Dojcinovic
Student Research Assistant
CCDI



Jérémie Fleury
Team- & Project-Assistant CCDI



Mehak Gandhi
Research Assistant and
Doctoral Candidate
CGAM



Prof. Dr. Carlos
Gonzalez Hernandez,
Research Partner



Theresa Goop
IT Project Manager
CCDI



Dr. Davide Gremmo
Research Partner



Dr. Peder Greve
Research Partner



Dr. Georg Guttman
PostDoc Research
Fellow



Dr. Ines Hartmann
Senior Project Manager CCDI



Mag. Sylvia Hodek-
Flückiger
Project Manager CCDI



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Research Assistant and
Doctoral Candidate
CCTT



Dr. Nora Keller
Project Consultant
CCDI



Annette Kick
Student Research
Assistant CCDI



Lars Kops
Social Media Manager
CCDI



Thomas Kräh
Student Research Assistant
CCDI



Petra Lossen
PA to Prof. Dr. Gudrun
Sander , CCDI



Dr. Philipp Müller
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Senior Project Manager
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Assistant CCDI



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Assistant CCDI



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Research Assistant and
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Camille Zeller
Student Research
Assistant CCC



Xiaoxu Zhang
Research Assistant and
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Accreditations