

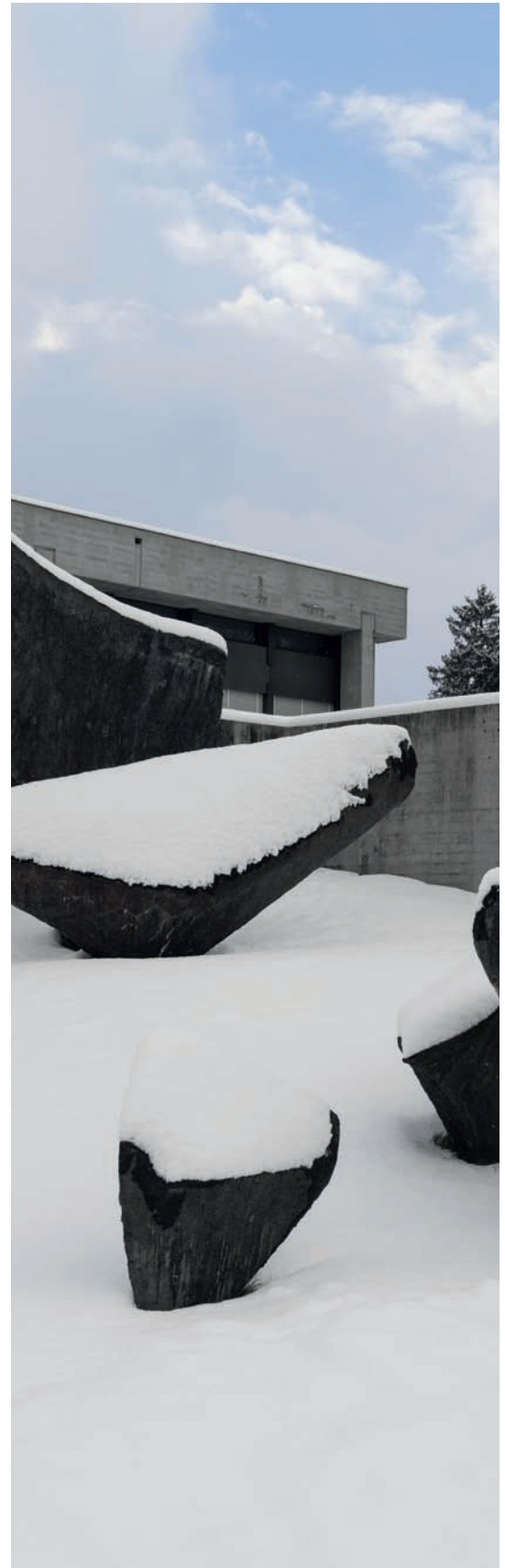
Research Institute for
International Management



University of St.Gallen

Annual Report 2017

*“From insight
to impact”* 



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Preface



Dear Reader

It is our pleasure to present the Annual Report for the year 2017 of the Research Institute for International Management (FIM-HSG).

The year 2017 was an action-packed year for FIM-HSG. Apart from significant contributions to the international research community numerous successful projects were carried out, continued, and completed. In addition to successful research and project work, FIM staff offered diverse courses at the HSG from bachelor level to specialized lectures in doctoral and executive level; supervised numerous bachelor, master and doctoral theses; and delivered external presentations.

Some of this year's highlights include:

- FIM staff published papers in several leading refereed journals, incl. *Journal of Management Studies* (one-year Impact Factor: 3.962), *Journal of Business Research* (3.354) and *Leadership Quarterly* (3.094);
- The Sino-Swiss Competence Center (SSCC) was launched in the presence of the President of the Swiss Federation HE Doris Leuthard and the Ambassador of China to Switzerland HE GENG Wenbing;
- CGAM celebrated its 5th birthday and for the first time honoured two of its GCP Alumni through the HSG Impact Award;
- FIM staff co-organised the first ever St.Gallen Diversity & Inclusion Conference at the University of St.Gallen;
- In India, FIM faculty supported first large-scale executive education program of the Executive School of the University of St.Gallen.

2017 was also a good year in financial terms for FIM.

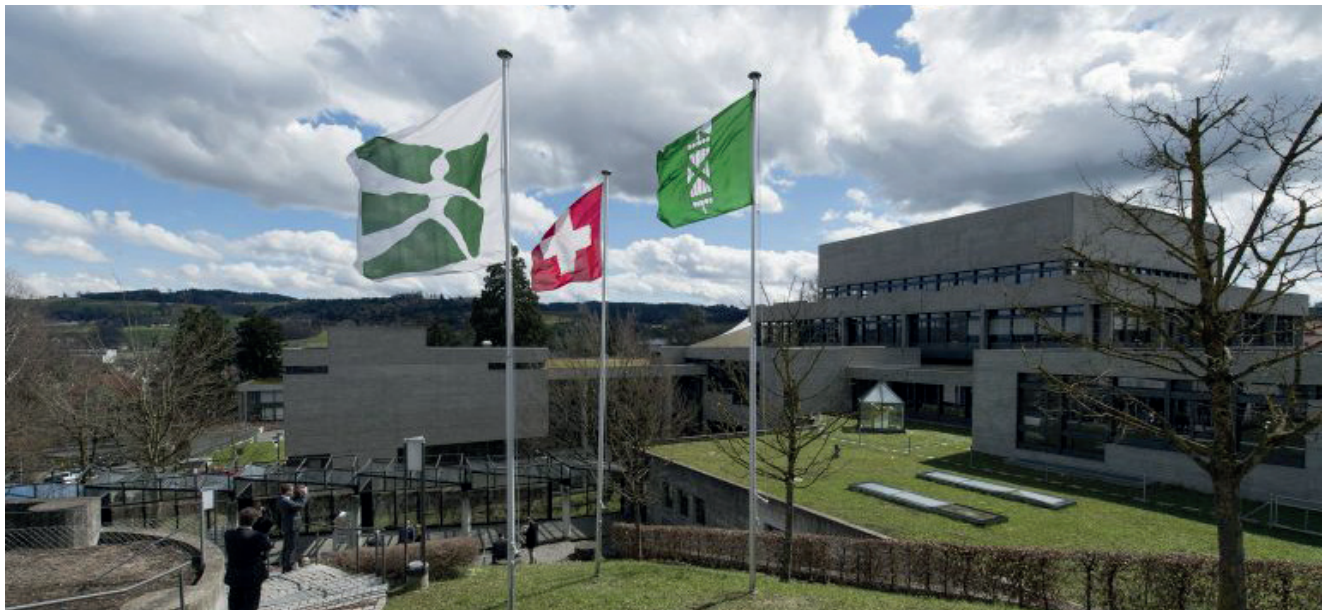
All these activities would have been impossible without the commitment and great support of our colleagues. We thank you for your engagement which made 2017 a successful year!

Thank you for your interest in FIM-HSG and for your support 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, sweeping underline.

Prof. Dr. Winfried Ruigrok
Director FIM-HSG

Our Activities

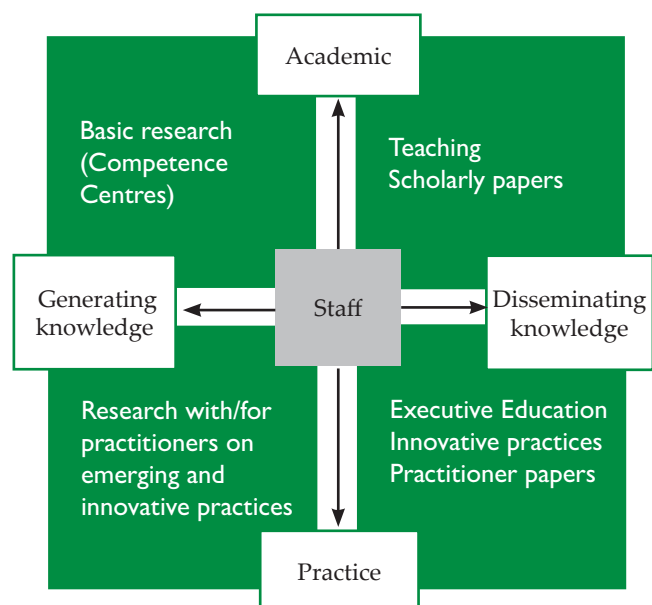


At FIM we seek to advance the understanding of globalisation, foreign business structures and different cultures. In our work we focus on the interplay between globalisation, strategic leadership and organisational structures and processes. We aim offer sound and relevant education, conduct rigorous and relevant empirical research, and provide thorough yet speedy advice to private and public sector practitioners.

We have two broad clusters in which we are active.

1. Asia. We examine the rise of Asian markets and the role of Asian teams and Asian leadership, as well as the implications these have on Swiss-Asian business relations, incl. trade and inward investments. We have one Centre and three Competence Centres focusing on promoting business ties with Asia, in particular with India and China.
2. Teams. We are interested in issues of team diversity (e.g. by nationality, experience, functional background, gender, etc.) and of managing diverse teams. We have four Competence Centres, looking at issues of diversity and inclusion, teams' interactions with global customers, creating and composing top teams, and the role of top management teams and boards of directors.

The next pages give you an overview of the activities at each Competence Centre in 2017.



ASIA CONNECT Centre-HSG (ACC-HSG)



Insights

In 2017, the ASIA CONNECT Center-HSG continued its work focusing on the provision of „Contextual Intelligence“ and „Business Ecosystem Development“ for companies from the St.GallenBodenseeArea (SGBA) in Asia as well as companies from Asia in Europe. In this context, the ASIA CONNECT Center-HSG succeeded in starting several new initiatives but also continued its work for a Chinese customer in order to further develop its client’s market entry Europe strategy.

Dr. Moser also continued to develop a new concept called „Decision Intelligence“ that supports European and Asian senior executives alike when making market entry or expansion decisions. The concept is especially well received in emerging markets such as India & Indonesia where senior executives are facing very dynamic business environments. During the year 2017 the ASIA CONNECT Center-HSG has invested a lot of time into a cloud-based IT platform concept which is likely to be finalized early 2018 and can be combined with online training programs.

Highlights

In 2017, the ASIA CONNECT Center-HSG has been able to further consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) activities. Especially the operations in India developed positively and 2017 resulted in two Indian companies that are very likely to set-up their global Headquarters in the region. Early 2017, Dr. Moser also supported the first large-scale

executive education program of the Executive School of the University of St.Gallen in India. The program was well received and is likely to be repeated in early 2019.

Activities and Projects

During the first 6 years of its existence the ASIA CONNECT Center-HSG has supported close to 107 companies in more than 245 coaching sessions and has conducted more than two dozens of small applied research projects on industry and process intelligence in Asia for the benefit of companies from the St.GallenBodenseeArea. In particular, the ACC-HSG has collaborated with SMEs such as Büchi Labortechnik, Stadler Rail, Methrom, LD Brandschutz AG among others and has intensified its collaboration with different market expansion service providers located in the St.GallenBodenseeArea. Moreover, it has also extended its support on the provision of Contextual Intelligence to local organizations such as St.Galler Stadtwerke or Agroscope. As part of its activities on a national level, Dr. Moser has been speaking and/or moderating during different events and supported the ASIA Club as well as the Big Data and the Social Business Club at the University of St.Gallen (Students) to organize several informal meetings between students, local executives & market expansion service providers to identify common interests and potential synergies.

With respect to the promotion activities for the St.GallenBodenseeArea in Asia the ACC-HSG has been able to expand its network in within India and initiative additional promising steps in China.



Outlook on 2018

In 2018, the ASIA CONNECT Center-HSG will continue its activities and try to further support companies from the St.GallenBodenseeArea with specialized services and insights when it comes to business development in Asia. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Center and the India Competence Center at the Research Institute of International Management (FIM-HSG).

India Competence Centre (ICC)



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

Insights

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

Highlights

For the last five years, Dr. Moser has served as the only Adjunct Professor of Strategic & International Management at the renowned Indian Institute of Management in Udaipur (www.iimu.ac.in) and he will continue in 2018. Moreover, the India Competence Center and different smaller interest groups among Indian citizens in Switzerland are discussing strategic collaborations to further improve the mutual understanding of Swiss and Indian business people.

Again, Dr. Moser and his colleagues received a prestigious awards:

- The Best Teaching Case Study Award of the National Human Resources Development Network in India (Anubhav Case Study Competition).
- Research fund from the Richard-Büchner Foundation to extend research activities of the India Competence Center in the area of access-based mobility solutions in semi-urban India.

Activities and Projects

The India Competence Center has offered two „doing business in India“ courses at the BSc level. The spring course on „classic“ doing business in India challenges including market entry and business (model) development is jointly organized with Prof. Shainesh G from IIM Bangalore. For the first time, the autumn course focusing on the development of innovative infrastructure solutions for the provision of clean drinking water in India, was jointly organized and offered with Prof. Paul Roller, Assistant Professor of South Asian Studies at the School of Humanities and Social Sciences of the University of St.Gallen. The course was offered off-site in Udaipur, India, where almost 15 students explored the challenges of doing business in India in a real-life environment. Different to prior years, the case company is now Jivana Vitality Pvt. Ltd., a real Indian company founded by three HSG students in Udaipur in 2014. Moreover, Dr. Moser jointly with Devinder Singh from PwC Switzerland offered a one-day program on „negotiation tactics in the Indian-European context“ for the Global Negotiator Program at HSG. Dr. Moser also delivered a ½ day „Doing Business



in India” introduction to the Global Account Management program at FIM-HSG in Singapore.

Outlook on 2018

In 2018, the India Competence Center will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. Specifically, Dr. Moser and Dr. Roller from the School for Humanities and Social Science at the University of St.Gallen will further expand the outreach for their „Doing Business in India” program for HSG bachelor students in Udaipur, India.

Dr. Moser will also continue in his role as an organizing member of the Young Professional Network of the Swiss-Indian Chamber of Commerce and evaluate how Swiss investors and Indian start-ups can collaborate to realize synergies and benefits for both countries.

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

China Competence Centre (CCC)



The China Competence Centre's three pillars are research, teaching and practice. In fulfilling its mission CCC is becoming a bridge of productive exchange and friendship between Europe and China. 2017 also saw the launch of the Sino-Swiss Competence Centre (SSCC). Conceived by the Canton of St.Gallen and FIM, SSCC contributes to the Sino-Swiss relationship, with its initial flagship project the research and implication for practice and policy-making of the Sino-Swiss Free Trade Agreement (FTA) .

Our Mission Statement

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.

Highlights 2017

One of the key initiative of 2017 was the launch of the Sino-Swiss Competence Center (SSCC).

On 13th May 2017 in Beijing China, in the presence of President of Swiss Federation Doris Leuthard, Minister of Education of Canton of St. Gallen Stefan Kölliker and Ambassador of China to Switzerland GENG Wenbing, University of St. Gallen (HSG) of Switzerland and University of International Business and Economics (UIBE) of China formally signed the Cooperation Agreement concerning Sino-Switzerland

Competence Centre (SSCC). The HSG was represented by President Thomas Bieger, and the Director of Research Institute of International Management (FIM-HSG) Prof. Winfried Ruigrok. The UIBE was represented by President WANG Jiaqiong and the Dean of China Institute of WTO Studies Prof. TU Xinquan.

SSCC aims to develop research projects to help enhance academic relationship between China and Switzerland and to strengthen the bilateral ties based on institutional development and support to managers, decision-makers and policy-makers. It will focus on various subjects such as China's overseas investment and innovation, and its first project is already researching the China-Switzerland Free Trade Agreement (FTA).

Stepping Stone China Symposium on Globalization

In May the HSG and UIBE jointly organized the first Stepping Stone China Symposium on Globalization. Participants from governments, universities and industries of both countries extensively discussed subjects related to SSCC's agenda, particularly the upgrading of the China-Switzerland FTA. It was tentatively agreed that a second symposium will be organized in Fall of 2018 in St. Gallen Switzerland with the aim to share the first results of SSCC's joint research projects.



Belt and Road Initiative (BRI)

CCC is also doing unique research on China's Belt and Road Initiative (BRI). We won an EDA project on BRI around the theme of BRI as norm-shaper. The keystone question that our research addressed and is still seeking to discern, is how Switzerland – and the EU – can contribute to BRI institutions, norms and values to realize stable and sustainable Eurasian development.

Specific areas of inquiry relate to the initiative's commitment to multilateralism; the support of existing norms in areas such as WTO rules, sustainable development goals, cross-border e-commerce and data governance or environmental standards. This research stream aims to establish the interests, norms and values fostered in the implementation of the BRI, paying attention to the mechanisms and processes used to develop such norms and values from the perspective of China's BRI partners, especially Switzerland.

We will continue our BRI research from a perspective of institution building, norm-shaping, new technologies and governance (incl. data governance). We will try to establish what Switzerland – and the EU - can do to positively contribute and influence this process that will shape the business opportunity set of the 21st century; both from an economic as well as from a comprehensive institutional perspective.

Outlook 2018

For 2018 CCC plans to extend its China research and teaching capabilities, as well as deepen collaboration with Chinese partner institutions and firms. One of the most important projects is research by SSCC on the Sino-Swiss FTA.

China Competence Centre (CCC)

CCC offers a range of services to provide a gateway for Swiss/European companies internationalising in China, as well as for Chinese firms expanding into Switzerland and Europe. In this regard, the CCC works closely with FIM's Asia Connect 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).

What is SSCC?

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

Competence Centre for Top Teams (CCTT)



The Competence Centre for Top Team at the University of St.Gallen aim to advance the understanding of top team performance. It does so with its unique via research and the on-going development of its unique St.Gallen Top Team (SGTT) model, with its six 'ABC-123' components. These are: (1) composition, (2) leadership and (3) performance; as well as (A) objectives, (B) resources, and (C) context. The ultimate objective of CCTT research and our SGTT model is to create high-performing teams. True to FIM's international mandate and spirit we aim to do so in diverse contexts, including Germany, Switzerland, North America or Asia - top team performance is after all a universal organizational objective.

Highlights

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

During 2017 a main objective of CCTT was to polish and academically validate the framework for the St Gallen Top Team (SGTT). The SGTT model enables firms to create and operate teams that excel at achieving their objectives. SGTT is co-developed by the University of St.Gallen and selected business partners. Combining lessons learned from busi-

ness and academia, SGTT offers:

1. An original and comprehensive framework for monitoring existing teams, plus tools to improve team leadership and processes; A novel and proprietary notion of "We Consciousness", which is able to measure team spirit, both its affective and its cognitive components which are conceptualized as team feeling and team thinking.
2. A unique open platform allowing for the seamless integration of best practices and successful tools and interventions.

Activities and Projects

The SGTT framework has been implemented in a variety of setting for master-level programmes and executive education in places ranging from Switzerland, to China, Russia or Canada. Managing team composition, both surface and deep, or team processes from a leadership perspective, such as team conflict, can lead to optimal team outcomes. That is, both in terms of performance understood as proximate outcomes (increasing the We Consciousness) and meeting the ultimate business objectives of the team.

CCTT has continued to implement SGTT in the classroom. During courses in China at Fudan University, in Canada at the University of Toronto and at our university for at SIM and CEMS course Master-level course. Students working in teams leveraged SGTT to increases awareness and performance to significant learning effect.



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

At the same time SGTT is working with firm with the aim to implement SGTT at their top teams, and then roll out the model across their organizations. As the practice models of CCTT are finalized, the plan is to design partnership programmes with services firms such as HRM consultancies who will implement SGTT and provide training, as well as interventions aimed to improved top team performance. Partners whose intellectual property would be win-win leveraged by SGTT's comprehensive and open integration approach are also part of CCTT's engagement strategy. Lastly, one of the more innovative ideas for SGTT includes the development of a global online platform for top teams.

On a creative front Tomas Casas, co-director of CCTT, participated with in the context of the World Economic Forum's AMNC in China on a reflection of the Fourth Industrial Revolution (4IR) and leadership. The key point of the essay "Are You a Leader of the Fourth Industrial Revolution?" is that team leadership is "a non-negotiable skill for 4IR leaders. Teams will become the central organizational reality,

and will function to animate organizations. Leadership and teams of the 4IR are characterized as: Flat, non-hierarchical teams; multifunctional, specialized teams of leaders; teams at distributed, multi-organization workplaces; and teams as follower networks."

Outlook on 2018

In 2018, CCTT will continue its SGTT model development activities focusing on validating We Consciousness and other scales. The We Consciousness scan will be further developed with its affective and cognitive parts. A special focus will be on the latter. The surface level team composition module leveraging various archetypes incorporating insights from diversity research will be launched. During 2018 it is expected that SGTT's impact on praxis will further increase with executive education programmes and engagement with firms.

Competence Centre for Global Account Management (CGAM)



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

Highlights 2017

In fall 2017, we proudly celebrated our Competence Center's fifth birthday. A lot has happened since CGAM's inauguration in late summer 2012.

Today, our partner company network has grown to more than a dozen companies and 800 alumni, who regularly use our platform for peer-to-peer exchange, but also as a source of inspiration for their future work.

Over 20 successfully conducted public roundtables and more than 20 student projects with companies like Coca-Cola, DSM, Evonik, Henkel, Interface, Liebherr, Nikon, Roche, Schindler or Thermo-Fisher demonstrate the high interest in our services.

In close collaboration with faculty from various institutes at St.Gallen University, we also conducted again our two flagship executive education programs "Winning and Keeping Global Customers" respectively "Accelerating Global Growth". As in the past few years, both events were booked out.

But 2017 was also marking a year of investments in two areas of high relevance for research and practice:

First, we designed and launched a new research consortium on "High-performing Global Sales Organizations" and delivered first workshops for early-entrant companies. In April

2018, cross-industry research work will follow.

Second, we re-designed the current corporate partner offering to an even more flexible format. In the new 2018 setup, our corporate partners can now choose from a broad menu of Research, Education and Transfer initiatives. First experiences with this new tailored approach were highly positive and we could already win new partner companies like for example Sonos and Syngenta.

A special highlight was also the 5th Annual GAM Summit right after the closing of the CAS program "Accelerating Global Growth" (GCP). This year's summit motto was "Teamwork in the Digital Age" and we could welcome speakers from Procter&Gamble, Salesforce and the Swiss Air Force.

First HSG Impact Awards

On Sep 22, 2017, on the occasion of the GAM Summit, CGAM honoured two of its GCP Alumni through the St.Gallen VCP Impact Award. The Value Creation Project (VCP) is a mandatory exam paper of the Global Account Manager Certification Program (GCP) at University of St. Gallen (HSG).

Each participant has to develop and present a concrete business case and action plan to generate measurable value for both customer and supplier in both quantitative and qualitative terms. Working along St. Gallen's motto "From Insight



Outlook on 2018

These will be featured during our next GAM Summit: 'The Mindset of Global Winners', which takes place on September 14, 2018.

In 2018, we will also further increase our focus on new research and plan to launch a second research consortia based on Dissertations at CGAM as well as the release of a new exec education offering in fall 2018.

to Impact", we have been continuously tracking the success of VCPs and built a database of 200+ cases so far. This year, to celebrate the fifth anniversary of our competence center, we took the initiative to honor two of our top achievers through the first-ever.

The award winner for the Customer-Impact Category was Marja-Liisa Turtiainen of DHL from the GCP class of 2009. Her VCP focused on the turnaround of the business with a major aircraft manufacturer through careful evaluation of the fit between the two companies which led to the step-by-step building of a high-value relationship growing from €10 million to €200+ million.

The award winner for the Organisation-Impact Category was Piotr Malita of Coca-Cola from GCP class of 2012. He proposed, for the first time, the role of a Group KAM (GKAM) which was quite radical in context of a business which followed the mantra 'all businesses create value locally'. Through defining the characteristics of a new group level position, he was able to get funding for 3 GKAMs, which has now grown to 6 GKAMs and created a long-lasting impact, covering almost 50% of the business.

We congratulate both winners to their impressive success stories and invite entries from our GCP Alumni for the VCP Impact Awards 2018.

Competence Centre for Diversity & Inclusion (CCDI)



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

Our Mission

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

Highlights 2017

The Swiss Post commissioned CCDI to conduct a diversity audit for their organisation. The study included an internal assessment of Swiss Post's diversity goals across its various business units as well as an external benchmarking with other service providers in Switzerland. The audit has provided the Swiss Post with valuable insights for improving its D&I management efforts.

CCDI published the first annual Advance Gender Intelligence Report on behalf of the association Advance Women in Swiss Business.

In September, CCDI co-organized the first ever St. Gallen Diversity & Inclusion Conference at the University of St. Gallen. The programme included joint panel discussions with researchers and practitioners, including one with Prof. Dr. Gudrun Sander and Michael Federer, Head of HR Management at Raiffeisen.

Activities and Projects

The Advance Gender Intelligence Report was the result of a benchmarking study CCDI conducted on behalf of the Advance association with 24 of its renowned member companies in Switzerland. Published in June, it received much positive attention in the media. Among the findings, the study showed that participating companies have made good progress in recruiting more women during the past year and that the biggest area for improvement is with regard to promotions. The report is available for download from our



website (www.ccdi-unisg.ch) and will be published on an annual basis.

CCDI continued its beneficial partnership with Raiffeisen Schweiz in 2017. With our support, Raiffeisen has now developed a Diversity Cockpit that will help the company track its progress. HR business partners were also trained on unconscious biases and how to support line managers to reach the company's D&I goals.

CCDI conducted in-house seminars on the topic of unconscious bias for several companies in 2017 and will continue this service offer to more companies in 2018.

In September, CCDI was invited to lead a workshop on women in leadership positions at the International Education and School Leadership Symposium in Zug. This event reflects our growing reputation in the educational sector of Switzerland as well.

Part of CCDI's mission is to foster dialogue between practitioners in top leadership positions. To this end, our team organised a D&I best practice transfer session with leading Swiss insurance companies for the first time in June.

One special area of growth for CCDI is the development of new industry-specific D&I benchmarking studies in cooperation with the Diversity Controlling association. In 2018, CCDI will conduct sector-specific benchmarking for swissuniversities and for the Swiss banking and insurance industry.

CCDI will continue to develop its unconscious bias trainings

and expand its service offers in other areas as well. We are in the process of developing a new employee satisfaction survey with a focus on inclusive culture and will conduct this qualitative survey with several companies in the coming months. An expansion of our salary analysis services is also planned. CCDI's salary analyses help companies identify whether unintentional wage discrimination is occurring inside an organisation based on gender, employment percentage, or other factors.

Please be sure to save the date for the second annual St. Gallen Diversity & Inclusion Conference, which will take place on Tuesday, September 11, 2018 at Hotel Einstein in 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)



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

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. In this research stream we will 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. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad. In this research stream we examine the rise and implications of new shareholder behaviours and tactics, including ever shorter periods of holding shares, and the temporary transfer of share ownership and/or voting rights. We pursue an interdisciplinary approach and seek 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.

Topic 1: Research on Top Managers

In 2017, two papers have been published in high impact scholarly journals. The two papers investigated different aspects the relationship between a company's Chief Executive Officer (CEO) and the rest of the Top Management Team (TMT).

The paper "CEO Succession Origin and Firm Performance: A Multilevel Study" was published in *Journal of Management Studies*, an FT-50 journal (i.e. a journal that the Financial Times uses for calculating a university's research output

in highly ranked journals). The *Journal of Management Studies* has a one-year impact factor of 3.962. The article builds on the fact that while on average firms that internally promote their CEOs outperform firms who hire their CEOs externally, many companies still choose or need to hire a new CEO externally. The paper showed that the performance advantages of so-called outside successions are more likely to materialise when the new CEO: (a) socio-demographically resembles incumbent executives, (b) possesses a variety of experiences, and (c) is hired by a well-performing firm operating in a munificent industry. This paper demonstrates that the performance implications of new CEO origin should not be considered in isolation, but in interaction with multi-level characteristics.

The paper "Top Management Team Faultlines and Firm Performance: Examining the CEO-TMT Interface" has been published in *The Leadership Quarterly*, the leading academic journal in the field of Leadership studies (one-year impact factor of 3.094). The paper departs from the fact that prior research has indicated that the relationship between TMT faultlines (sub-groups) and firm performance is equivocal. In this paper we find that the performance effect of knowledge-based TMT faultlines is significantly altered when the CEO: (a) socio-demographically resembles incumbent executives, (b) possesses a diverse career background, and (c) shares common socialization experience with other TMT members. This research reveals that different dimensions of the CEO-TMT interface play a pivotal role in determining the performance effects of knowledge-based TMT sub-groups.

In addition, several papers examining CEO careers, CEO-TMT interactions, and the effects of corporate governance systems on strategic decision-making have been presented at leading academic conferences, incl. the Academy of Management (Atlanta, Georgia), the Strategic Management Society (Houston, Texas) and the Verband der Hochschul-lehrer für Betriebswirtschaft (German Academic Association for Business Research, VHB, which had its annual meeting at the University of St.Gallen in 2017). Some papers have also been presented at other research seminars and brown-bag lunches, e.g. at the University of Amsterdam, the Dutch newspaper *Financieel Dagblad* (both in the Netherlands) and the Singapore Management University (Singapore). Many of these papers are currently revised in order to be submitted to leading academic journals.

Topic 2: The role of shareholder structures - 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 and is recruiting adjunct fellows.

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 law honorary professor, University of St.Gallen (chairman)
- Winfried Ruigrok, Prof. Ph.D., management professor, University of St.Gallen
- Franz Jaeger, Prof. Dr. oec., emeritus professor of economics, University of St.Gallen
- David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services
- Bruno Heynen, attorney-at-law, Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters
- Markus Steiner, Dr. iur., CEO of State Street Bank, Zurich, former CEO of UBS Fund Management (Switzerland) Ltd. and Head of Legal & Compliance Committee SFA

- Rudolf Wehrli, Dr. phil. et Dr. theol., Chairman of Clariant, former Chairman of Economiesuisse

The following person is Adjunct Fellow:

- Katja Roth Pellanda, Dr. iur., LL.M., attorney-at-law, Head Corporate Law Novartis

Activities and Projects

The Advisory Board has held an intensive 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.

In its workshop 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 2018

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 seek an 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 contributions

Refereed journal articles

Cannella, A. & Georgakakis D. 2017. Decision Diversion: The Roles of Leadership Context and Other Contingencies. *Academy of Management Discoveries*, 3: 428-430.

Georgakakis, D. Greve, P., & Ruigrok, W. Top management team faultlines and firm performance: examining the CEO-TMT interface. *Leadership Quarterly*, 28(6), 741-758.

<http://www.sciencedirect.com/science/article/pii/S1048984317302485>

Georgakakis, D. & Ruigrok, W. 2017. CEO succession origin and firm performance: A multilevel study. *Journal of Management Studies*, 54(1), 58-87.

<http://onlinelibrary.wiley.com/doi/10.1111/joms.12194/abstract>

Hess, D., Moser, R. & Narayanamurthy, G. 2017. Decision Making Framework for Investing in Emerging Markets: A Demonstration on the Cocoa Industry in the Ivory Coast. *World Journal of Science, Technology and Sustainable Development*, 14 (14). 290-309.

Moser, R., Kuklinski, C. & Srivastava, M. 2017. Information processing fit in the context of emerging markets: An analysis of foreign SBUs in China. *Journal of Business Research*; *JBR*, 70 234-247. ISSN 0148-2963

Narayanamurthy, G., Moser, R., Suter, Y. & Shainesh, G. 2017. The Status of the Indian Healthcare Value Chain - Status Quo not a Solution. *Journal of Asia Business Studies*, 11 (4). 481-506.

Oehmichen, J., Heyden, M., Georgakakis, D. & Volberda, H. 2017. Boards of Directors and Organizational Ambidexterity in Knowledge Intensive Firms. *International Journal of Human Resource Management*, 28: 283-306.

Non-refereed journal articles

Achermann, W. & Thoma, A. 2017. Digitalisierung macht B2B-Potentiale sichtbar. *Handel Heute*, Oktober 2017: 38-39.

Binder, A. 2017. Why do we stand and watch while our economy is attacked by investors who are not accountable? *Gesellschafts- und Kapitalmarktrecht GesKR 2017* (German and English).

Moser, R., Raju, A. & Narayanamurthy, G. 2017. When Western Entrepreneurs Meet Rural India: Preparing the Set-up of a Water Shop in Udaipur. *Emerald Emerging Markets Case Studies*, ISSN 2045-0621

Moser, R., Schäfers, T. & Narayanamurthy, G. 2017. Non-ownership Mobility Services for Low-Income Consumers in India: An Empirical Investigation. *POMS Internatio-*

nal 2017. Sydney.

Schäfers, T., Moser, R. & Narayanamurthy, G. 2017. Access-based Services for the Base of the Pyramid. Surrey Think Tank: Collaborative Economy. - Surrey.

Contributions to edited volumes

Peyer, T. & Sander, G. 2017. Topsharing - geteilte Führung als Lösung für die Zukunft? In: Krone-Germann, I. & Guénette, A.M. Le partage d'emploi. Opportunités et défis sur le marché du travail. Paris: Editions l'Harmattan. ISBN 978-2-343-10836-0.

Sander, G. & Hartmann, I. 2018. (forthcoming) Diversity as Strategy. In: Danowitz, M.A., Hanappi-Egger, E. & Menzi-Klarbach, H. Diversity in Organizations: Concepts and Practices. Palgrave.

Working papers/ Research reports

Casas i Klett, Tomas & Howell, Lee: Can the 4th Industrial Revolution make the world a better place? In: THE DISRUPTION ISSUE, pp. 12-13.

Jent, N. & Pescia, L. 2018. Article for a journal about diversity research and management. Publication in No. 01/2018 in May 2018.

Sander, G. & Hartmann, I. 2017. Advance Gender Intelligence Report Switzerland 2017.

Textbooks

Binder, A. 2017. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. 3rd edition, St.Gallen.

Binder, A. & Werlen, T. 2017. Introduction to Business Law. Volume II: Company Law. 3rd Edition, St.Gallen

Case studies

Meng, Ye, Casas i Klett, Tomas & Legge, Stefan: Alibaba's China Fish Pond Venture: Crystal Ball into the Future of Global Consumption? The Case Centre : 2017.

Casas i Klett, Tomas & Legge, Stefan: Forget Altruism! TerraCycle's Diaper Venture to Monetize the Circular Economy's Dirtiest. The Case Centre : 2017.

Casas i Klett, Tomas & Andrey Shapenko. Quo Vadis Russian Economy?" Case Center: 2017.

Popular contributions

Non-academic / popular publications

Casas, Tomas. "China starting to write the 21st century narrative." China Daily. 2017.01.20

Kolditz, Thomas A.; Casas i Klett, Tomas & Strackhouse, John. 2017. Are You a Leader of the Fourth Industrial Revolution? in unspecified ed. Achieving Inclusive Growth in the Fourth Industrial Revolution (p. 40-41). Geneva, Switzerland: World Economic Forum.

Ruigrok, W. 2017. Mensen met meerdere nationaliteiten van grote waarde voor NL economie. Financieel Dagblad, February 3, p. 9.

<https://fd.nl/opinie/1185771/mensen-met-meerdere-nationaliteiten-van-grote-waarde-voor-de-economie>

Sander, G. 2017. Was darf es sein: Couch oder Karriere? Ladies Drive, No. 37, March 2017, pp. 22-23.

Sander, G. 2017. Topsharing als Lösung? Alma, No. 3, June 2017, p. 17.

Sander, G. 2017. Was passiert eigentlich, wenn frau mehr verdient als der Mann? Ladies Drive, No. 38, June 2017, pp. 28-29.

Sander, G. & Hodek-Flückiger, S. 2017. Normal ist anders – anders ist normal. Magazin Doppelpunkt, No. 28/2017, pp. 12-13.

Sander, G. 2017. Warum verlassen junge Frauen ihre Arbeitgeber? Ladies Drive, No. 39, September 2017, pp. 22-23.

Sander, G. 2017. Vielfalt muss gut geführt werden. Pfalzbrief, No. 03/2017, 16 October 2017, p. 7.

Sander, G. 2017. TEILZEIT gefährdet Karriere. Context, No. 11/2017, pp. 24-25.

Sander, G. 2017. Wie misst man den Erfolg von Diversität? Ladies Drive, No. 40, December 2017, p. 48.

Thoma, A. und Hacker C. 2017. Sales-Applikationen erfolgreich entwickeln, einführen und ausbauen. LEADER, Dezember 2017, pp. 48-49.

Thoma, A. und Hacker C. 2017. Apps in B2B-Verkaufsgesprächen ergebnisorientierter einsetzen. LEADER, August 2017, pp. 42-43.

Thoma, A. und Hacker C. 2017. Apps in B2B-Verkaufsgesprächen

sprächen aktivierender einsetzen. LEADER, Mai 2017, pp. 48-49.

Thoma, A. und Hacker C. 2017. Apps in B2B-Verkaufsgesprächen produktiver einsetzen. LEADER, Februar 2017, pp. 20-21.

Thoma, A. Software-Lösungen in B2B-Verkaufsgesprächen wirkungsvoll einsetzen. Showpad 2017, Belgien.

Widmer, P. & Maier, M. Wiedereinsteigerinnen – ein ungenutztes Potential. Magazin Doppelpunkt, No. 47/2017.

about FIM-HSG in the Media / Interviews

Tomas Casas and Lena Pescia:

Article about inclusion at workplace. Interview with M. Bunjes, 2017.

„Neue Technologien. Barrierefreiheit – auch im Berufsalltag“. ICT Netzwoche. <http://www.netzwoche.ch/stories/2017-09-20/barrierefreiheit-auch-im-berufsalltag> . Interview with C. Grau, 2017.

„Die Vorteile der Vielfalt. Wie Firmen bessere Arbeitsplätze für Behinderte schaffen können.“ Süddeutsche Zeitung, No. 214, p.63. Interviews with M. Hoffmeyer, 2017.

Article for DGUV faktor arbeit (periodicals for professionals and leaders. Published expected at 14.02.2018. Interviews with K. Münster , 2017.

„Ich bin kein Outsider.“ Wendekreis – Die Zeitschrift von COMUNDO, Juni/2017, pp. 10-12. Interviews with C. Püntener , 2017.

„Gleichstellung in der Arbeitswelt ist heute vielerorts erst eine schöne Vision, in: Curaviva, Nr. 5, S. 11-13. Article based on written Interviews with C. Weiss, 2017.

Tomas Casas, Stefan Legge and Patrick Ziltener:

„Trading with China: Perspectives from America and Switzerland“. HSG Focus 3/2017.

Gordon Langlois:

„When real insight creates real impact: How a CAS programme pays for itself“, article about the 10-year experience with the St.Gallen GCP program, featured in HSG Focus Magazine, 4/2017.

Gudrun Sander:

„UBS will vom wachsenden weiblichen Reichtum profitieren.“ Radio interview, Echo der Zeit, Radio SRF, 27 January 2017.

„Jeder 5. Lohnfranken für die Kinderbetreuung: Zürcher Eltern geben für Kindertagesstätten fast ein Fünftel ihres

Lohns aus.“ Interview with Janine Hosp, Tagesanzeiger, 8 August 2017.

„Es geht darum, Türen aufzumachen.“ Interview with Iris Kuhn-Spogat, Eva: Ein Themenmagazin für Frauen, No. 5/2017.

„Schon ein 90-Prozent-Pensum halbiert die Karrierechancen.“ Tagesanzeiger, 18.06.2017.

„Darum werden Schweizer Frauen bei der Beförderung übergangen.“ Aargauer Zeitung, 19 June 2017.

„Ungenutztes Potential – eine Studie beleuchtet, wieso es so wenige Frauen in Management-Positionen gibt.“ Interview with Katrin Becker, Kultur Kompakt, Radio SRF, 21 June 2017.

„Fleissige Schweizer bei der Arbeit.“ TV report, Tagesschau 27 July 2017, 19:30.

„Weshalb boomen Kurse, in denen Manager über ihre unbewussten Vorurteile diskutieren?“ Neue Zürcher Zeitung, 20.10.2017.

Winfried Ruigrok:

„Wie sich Managergehälter bemessen“. Die Presse, June 10th, 2017.

„Weiterbildung an der HSG – Eine Erfolgsgeschichte“. HSG Focus 4/2017.

„When real insight creates real impact“. HSG Focus 4/2017. Interview with HSG Alumni. December 2017.

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, Bachelor) 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. Peter Fankhauser, Group CEO of Thomas Cook Group, shared the CEO perspective on how to manage a multinational corporation in an international environment and how to cope with risk in a business that each year sends 20 million guests in over 40 destinations. Dr. Rob Britton, former Managing Director at American Airlines shared his

deep knowledge of the airline industry and international airline alliances with students. Mr. Gary Steel, former Head of HR and member of the executive committee at ABB and Ms. Josefine van Zanten, former Global Head of Leadership & Organization Development at LafargeHolcim, shed light on the chances and challenges of pursuing and managing international careers both from a corporate and employee perspective. Further guest speakers included Mr. Andreas Kirchschräger, CEO of elea Foundation for Ethics in Globalization and Mr. Laurent Yvon, SVP Human Resource at Lhoist.

Moreover, students were encouraged to analyse and discuss complex international management cases. For example, cases on Heineken, Julius Baer, Zurich Insurance, 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 Degree Programme

BA courses at HSG:

Andreas Binder:

„Einführung ins Privatrecht“. Bachelor degree lecture jointly with Prof. Isabelle Wildhaber, fall semester 2017.

Georg Guttman:

„Introduction to Academic Writing“. Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme, fall semester 2017.

Nils Jent:

„Grundlagen des Diversity Managements“. Bachelor degree lecture mayor BWL, spring semester 2017.

„Ability Management. Das Integrations-/Inklusions-dilemma von Menschen mit Behinderung in Wirtschaft und Gesellschaft“. Lecture in contextual studies, fall semester 2017.

Roger Moser:

„International Management“. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme – jointly with Prof. Peder Greve, spring semester 2017.

„Doing Business in India“. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme – jointly with Prof. Shainesh G., IIM Bangalore, spring semester 2017.

„Dealing with Uncertainty in Dynamic Markets“. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme, fall semester 2017.

„Society and ‚Social Business‘ in India: a First Hand View“. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme, fall semester 2017.

MA courses at HSG:

Andreas Binder:

„Corporate Governance“. Master degree course jointly with Prof. Roland Müller, spring semester 2017.

„Mergers & Acquisitions“. jointly with Prof. Tomi Laamanen and Dr. Xena Welch Guerra, fall semester 2017.

Tomas Casas:

„Entrepreneurship (SIM)“. Strategy and International Management (SIM) elective course jointly with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty, spring semester 2017.

„China Invents the Future: The Culture of Entrepreneurship, Technology and Social Networks“ – jointly with the Chair of Chinese Language and Literature, spring semester 2017.

„China’s Political Economy: Growth, Opportunity and Sustainability“, spring semester 2017.

Roger Moser:

„Business Project“. CEMS Course, spring semester 2017.

Christoph Senn:

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

„Managing Strategic Customers“. Elective course, CEMS Exclusive Course, fall semester (jointly with Michael Weller)

Winfried Ruigrok:

„International Management“. Strategy and International Management (SIM) programme core course, fall 2017.

Gudrun Sander :

„Und was genau soll ich dann tun? Gender- und Diversity-Kompetenz im Führungsalltag“. Elective course, Master of Arts in Business Administration (MA-HSG) programme – jointly with Ines Hartmann, spring semester 2017.

„Manche sind gleicher: Inklusion im Spannungsfeld von Ökonomie und Gleichstellung“. Elective course, Master of Arts in Business Administration (MA-HSG) programme – jointly with Dr. Christa Binswanger, spring semester 2017.

„Diversity in teams and organisations“. Elective course, Master of Arts in Business Administration (MA-HSG) programme – jointly with Dr. Dimitrios Georgakakis, fall semester 2017.

PhD courses at HSG:

Winfried Ruigrok:

Doctoral seminar International Management, University of St.Gallen, spring 2017.

BA courses at other universities:

Georg Guttman:

„International Leadership“. Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (April 2017) – jointly with Philipp Müller

„Corporate Governance“. Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (October 2017)

MA courses at other universities:

Dimitrios Georgakakis:

„The Principles of Diversity Management“. Guest Lecture HHL, Leipzig, Msc level



Post-experience Degree Programme

Executive Education/MBA:

Tomas Casas:

„International Management“ a module offered as an international learning experience in collaboration with partner universities in China, Russia and Japan

Arnd Niehausmeier:

„IBM's Go-to-Market Model“, Winning and Keeping Global Customers, GAMPRO at ES-HSG, June 2017

Winfried Ruigrok:

„International Management“. Core course, MBA programme, University of St.Gallen, Sep-Oct, 2017

„International Management“. Core course, Part-Time MBA programme, University of St.Gallen, December 14th-17th, 2017

Christoph Senn:

„Global Account Management“, 3.5 day Elective course, MBA Full- and Part-time Program, spring semester

Presentations, External Lectures and Seminars

Andreas Binder:

Gesellschaftsrecht. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, March 6-10, 2017

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Panorama Resort & Spa, Feusisberg, April 6, 2017.

Corporate Governance. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, May 15 & 18, 2017

Corporate governance developments. Lecture at The St.Gallen part-time Executive Master of European and International Business Law (M.B.L.), Einstein, St.Gallen, June 20, 2017

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, July 3-4, 2017

Best Practice Empfehlungen für KMU. Lecture at the ZfU-Tagung Der VR in Familienunternehmen, Belvoir, Rüschtikon, September 12, 2017

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Panorama Resort & Spa, Feusisberg, November 16, 2017

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, November 20, 2017

Tomas Casas and Prof. Martin Hilb:

Co-chaired EIASM's 14th Workshop on Corporate Governance in Milan, Italy on October 2017 at EIASM in Bruxelles.

Dimitrios Georgakakis:

An Introduction to Diversity Management. Guest Lecture. HHL, Leipzig MBA level

Ines Hartmann:

Inclusive Culture. Workshop for Advance Culture Workstream, Advance Women in Swiss Business, Spreitenbach, 23 March 2017 – jointly with Bianca van Dellen.

Qualitätsmanagement. Module for Höhere Fachschule agogis, Winterthur, spring semester 2017.

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, Winterthur, spring semester 2017.

Soziale Organisationen. Module for Höhere Fachschule agogis, Winterthur, spring semester 2017.

Normatives und strategisches Management. Module for Weiterbildung zur Institutionsleitung, Marie Meierhofer Institut für das Kind, Zurich, spring semester 2017.

Ergebnisse aus dem Diversity & Inclusion Benchmarking 2016 Stadt Bern. Presentation and discussion at the personnel conference of the city of Bern, 6 September 2017.

Soziale Organisationen. Module for Höhere Fachschule agogis, Winterthur, fall semester 2017.

Roger Moser:

Decision Model Innovation: Concept and Application in the Agricultural Sector of Australia. Macquarie University (Management School) - Research Series. Sydney, 25 July 2017

Nils Jent:

Im Miteinander stark – Der Weg zur Inklusion. Lecture with P. Knopf, Fachtagung Via Mundi, Untermarchtal (Germany), April 2017.

Im Miteinander sind wir stark: Der Weg zur Inklusion. Lecture with P. Knopf, Fachtagung der Heil- und Sonderpädagogen, Zurich, May 2017. (remark: not the same content as in April 2017).

Geht nicht, gibt's nicht. New Diversity Management. Presentation with R. Dietsche, Roche, Basel, June 2017.

New Diversity Management. Keep it integrated. Guest lecture with R. Dietsche for EMBA HSG Programmes, St. Gallen (July 2017).

AGOGIS (Ausbildung von Arbeitsagogen für deren Führung von Arbeitskräften mit Behinderungen). Presentation with R. Dietsche, Olten (August 2017).

AGOGIS (Ausbildung von Arbeitsagogen für deren Führung von Arbeitskräften mit Behinderungen), Presentation with R. Dietsche, St. Gallen (September 2017).

Fachtagung «Agogis im Dialog» der Arbeitsagogen (AGOGIs Zürich), Presentation with P. Knopf, St. Gallen (September 2017).

Einbrechen und Aufbrechen. Lecture with P. Knopf, Jubiläumsanlass Association des Victimes de la Route (AVR), Luxembourg (September 2017).

New Diversity Management. Keep it integrated», Guest lecture with L. Pescia for EMBA HSG Programmes, St. Gallen (October 2017) (remark: not the same content as in July 2017).

Aufbrechen und Ausbrechen. Lecture with P. Knopf, Fachtagung der schweizerischen Schulleiter, Luzern (November 2017).

Winfried Ruigrok:

Beyond journals. Presentation at the EFMD Conference for Deans & Directors General Programme, Ljubljana, Slovenia, Feb 3rd, 2017.

The changing role of the CEO. Presentation at the Dutch daily Financieel Dagblad, Amsterdam, the Netherlands, February 6th, 2017.

Jack of all trades or master of none? CEO experience variety and firm performance. Research talk at the Amsterdam Busi-

ness School, University of Amsterdam, Netherlands, February 7th, 2017.

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half-day executive education session delivered to seminar "Internal Auditing; Governance - Risk Management - Internal Control in Switzerland 2017", organised for participants from BI Oslo (Norway), Executive Campus, University of St.Gallen, February 27th, 2017.

The Future of Management. Half-day executive education session delivered at capstone week Integratives Management, Executive MBA #49, Executive Campus, University of St.Gallen, March 17th, 2017.

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 4th-5th, 2017.

Diversity and Intercultural Management. One-day executive education session delivered at Certificate of Advanced Studies programme Change & Innovation Management. Module 2: Innovation Managements. Executive Campus, University of St.Gallen, May 31st, 2017.

Moderator, working session featuring Prof. Dr. Christoph Franz (chairman Roche), Managing the digital disruption in the healthcare industry with agility. St.Gallen Symposium, May 5th, 2017.

Introductory comment. Sino Swiss Competence Centre, First Stepping Stone China Symposium on Globalization, University of International Business and Economics (UIBE), Beijing, China, May 12th, 2017.

The Past and Future of globalisation. Guest lecture, University of International Business and Economics (UIBE), Beijing, China, May 12th, 2017.

Research that matters: rigour or relevance? Sino Swiss Competence Centre, First Stepping Stone China Symposium on Globalization, University of International Business and Economics (UIBE), Beijing, China, May 12th, 2017.

Diversity and Intercultural Management. Almost full day executive education session delivered at the Certificate of Advanced Studies programme Change & Innovation Management, Module 2: Innovation Management. Executive Campus, University of St.Gallen, May 31st, 2017.

Moderator, keynote by Prof. Dr. Anthony Goerzen: Key challenges and opportunities for research in international business. 79th annual meeting, Verband der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research, VHB), University of St.Gallen, June 7th, 2017.

Top management team nepotism and firm growth in a transition context. Research talk. 79th annual meeting, Verband

der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research, VHB), University of St.Gallen, June 8th, 2017.

Chair, panel Geschäftsmodelle von Business Schools in der Executive Education: Wie betriebswirtschaftliches Wissen an Führungskräfte vermittelt wird. 79th annual meeting, Verband der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research, VHB), University of St.Gallen, June 9th, 2017.

Wird Leistung angemessen entlohnt? Panel discussion organised by the Wirtschaftspolitisches Zentrum Wien and the Wirtschaftskammer Österreich, Wiedner Hauptstraße 63, 1040 Vienna, June 12th, 2017.

International Market Entry. Half-day executive education session delivered at the Certificate of Advanced Studies programme Intensivstudium für Marketingmanagement, Executive Campus, University of St.Gallen, June 15th, 2017.

Speech at graduation ceremony, Certificate of Advanced Studies programme Women Back to Business, Restaurant Löwen Meilen, Meilen (ZH), June 16th, 2017.

International Management. Over half-day executive education session delivered at the Executive Master of Business Law (E.MBL) programme, XXII/Module 1: Introduction to European and International Business Law, Hotel Einstein, St.Gallen, June 19th, 2017.

Arbeitsweise des Senatsausschusses. Moderation of discussion by Rectorate and Deans, Klausurtagung Senatsausschuss, Hotel Cristal, Flumserberg, June 21st, 2017.

Rankings, information asymmetry and mobility: an empirical study on students' ranking perceptions. Research talk. Annual meeting of the Academy of Management, Atlanta, GE, USA, August 8th, 2017.

When blood is thicker: top management team nepotism and firm growth in a transition context. Research talk. Annual meeting of the Academy of Management, Atlanta, GE, USA, August 8th, 2017.

Jack of all trades or master of none? CEO experience variety and firm performance. Research talk. Annual meeting of the Academy of Management, Atlanta, GE, USA, August 8th, 2017.

The Future of Management. Half-day executive education session delivered at capstone week Integratives Management, Executive MBA #50, Executive Campus, University of St. Gallen, August 25th, 2017.

Opening words, HSG Highlights, Executive Campus, University of St. Gallen, September 5th, 2017.

Das Ende der Globalisierung? Lecture delivered at HSG Highlights, Executive Campus, University of St. Gallen, September 6th, 2017.

Closing words, HSG Highlights, Executive Campus, Univer-

sity of St. Gallen, September 7th, 2017.

Welcome speech, HSG Diversity Tagung, Executive Campus, University of St. Gallen, September 12th, 2017.

Opening words, MBA Homecoming Event, Executive Campus, University of St. Gallen, September 23rd, 2017.

Global Strategy. One-day executive education session at Management for the Legal Profession (MLP-HSG), Module Strategic Management, Executive Campus, University of St. Gallen, October 26th, 2017.

HSG Asia strategy. Meeting Asia Connect Centre (University of St.Gallen) and St.GallenBodenseeArea (SGBA), Canton SG, October 27th, 2017.

Executive education at the HSG. Presentation at HSG Alumni 9th International Presidents' Meeting, Executive Campus, University of St. Gallen, October 28th, 2017.

Final Module/Case Study. Two-day executive education session, Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Credit Suisse Business School, Bederstrasse 115, Zurich, November 29th-30th, 2017.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. Half-day executive education session delivered to Certificate of Advanced Studies programme "Lehrgang Internal Auditing", Module 2: Internal Audit Practice, Executive Campus, University of St.Gallen, December 6th, 2017.

Gudrun Sander:

Wann werden wir endlich Frauen in Unternehmensleitungen haben? Presentation at Montagsforum, Verein Bildungs- und Kulturforum Ostschweiz, St. Gallen, 6 February 2017.

Transformation: Gemeinsam die Zukunft gestalten. Opening presentation for the 10th Global Diversity & Inclusion Seminar, Zurich, 22 February 2017.

General Management. Women Back to Business (WBB-HSG) programme, Swisscom, Zurich, 29-30 March 2017. Strategieentwicklung und -Umsetzung. Women Back to Business (WBB-HSG) programme, Hotel Säntispark, Abtwil, 3-4 May 2017

Gender diversity and how to displace gender stereotypes. Presentation at the WE Women in ETFs 3rd annual global bell ringing ceremony, Six Swiss Exchange, Zurich, 8 March 2017.

Podium interviews and discussion. SWONET-Podium Networking Day: Captain Future - (k)eine Frau? Digitaler Fortschritt im Clinch mit alten Denkmustern, SWONET, Brugg, 10 March 2017.

Bald mehr Frauen als Chefs? Presentation for Treffpunkt Science City, spring programme 2017 »Arbeiten in der Welt 4.0«, ETH Zurich, 2 April 2017.

Inclusive Leadership – Der Weg zu einer nachhaltigen Führungskultur. Internal workshop for HSLU-Kadertag, Lucerne

University of Applied Sciences and Arts, 2 May 2017.

Umgang mit Diversität im Führungsalltag. Internal seminar for University of Zurich, 9 May 2017.

Inklusive Unternehmenskultur. Seminar for professionals organized by the Diversity-Controlling association, SBB, Bern Wankdorf, 17 May 2017.

Benchmarking für die Schweizer Bankbranche Presentation for Arbeitgeber Banken, 1 June 2017.

Voices of Experience: Women's Perspectives on Leadership and Career Growth. Moderation of ES Women's Event, Zurich, 1 June 2017.

Nachhaltiger Wandel durch Diversity Management: Erkenntnisse heute, Wirkungen morgen? Wie kann durch Kennzahlen gesteuert werden? Presentation at the 79th Wissenschaftliche Jahrestagung des Verbandes der Hochschullehrer für Betriebswirtschaft (VHB), St. Gallen, 8 June 2017.

Benchmarking für die Schweizer Bankbranche, Presentation for Stiftung Zürcher Bankenverband (ZBV), Zurich, 8 June 2017.

D&I Benchmarking. Internal seminar, swissuniversities, Kammer FHS, ExpertInnengruppe Chancengleichheit, 13 June 2017 – jointly with Ines Hartmann.

Advance Gender Intelligence Report 2017. Presentation at Advance Conference 2017, Advance Women in Swiss Business, Rüschlikon, 19 June 2017.

Förderungen durch EBG und Stiftungen. Presentation at the Research Funding Workshop, peer mentoring at the University of St. Gallen, 29 August 2017.

Inclusive Leadership: The path to a sustainable leadership culture. Presentation for the Women Back to Business (WBB-HSG) programme in English, Nestlé, Vevey, 29 August 2017.

Information on D&I Benchmarking. Presentation to KOF-RAH, Konferenz der Gleichstellungs- und Frauenbeauftragten an Schweizer Universitäten und Hochschulen, 6 September 2017.

Forum „Frauen in Führung“. Co-leadership of a Forum at International Education and School Leadership Symposium in Zug, 7 September 2017.

Wie Erfolg messen bei Diversity and Inclusion? Joint presentation with Michael Federer of Raiffeisen Schweiz at the 1st St. Galler Diversity and Inclusion Conference, University of St. Gallen, 12 September 2017.

Welchen Nutzen bringt Frauenförderung an Hochschulen? Presentation at the ZHAW conference „Wie lässt sich Vielfalt an Hochschulen fördern?“ Zurich University of Applied Sciences, 14 September 2017.

Zukunft der Gleichstellungsarbeit – Walk the Talk. Presentation at network event for Canton Basel Landschaft, 28 September 2017.

Mehr Frauen für die wirtschaftswissenschaftlichen Studiengänge an der Universität Luzern. Presentation for business

faculty leaders, University of Lucerne, 23 October 2017.

Flexible Arbeitsmodelle: Chancen und Grenzen aus Sicht der Führung. Presentation at the 1st Diversity & Inclusion Day at Allianz Suisse, 6 November 2017.

Arbeitsrechtliche Herausforderungen bei flexiblen Arbeitsbedingungen. Seminar for professionals organized by the Diversity-Controlling association, Helvetia, Basel, 30 October 2017.

Slash careers: collective intelligence at work. Roundtable discussion at the 2nd International Colloquium on Job & Top Sharing «Job sharing in a digital world - Rethinking Work in the Collaborative Economy», Novartis Campus, Basel, 6 November 2017.

Laufbahngestaltung für Frauen. Seminar für Nachwuchsfrauen, Pädagogische Schule St. Gallen, 7 November 2017.

Voices of Experience: Women's Perspectives on Leadership and Career Growth. Moderation of ES Women's Event together with Dr. Sabine Keller-Busse, UBS, Zurich, 1 June 2017.

Branchen-Benchmarking für Schweizer Banken und Versicherungen. Presentation at the Personalleiterkonferenz der Kantonalbanken, Neuchâtel, 10 November 2017.

Mehr Frauen für die wirtschaftswissenschaftlichen Studiengänge an der Universität Luzern. Workshop for business faculty leaders, University of Lucerne, 13 November 2017.

Measuring Agile working models: KPIs and benchmarks. Workshop at 4th Agile Working Forum, Advance Women in Swiss Business, Altstätten, 14 November 2017 – jointly with Ines Hartmann.

Welche Rolle spielt Diversity im Mentoring? Presentation at the kickoff event for the mentoring programme of the University of St.Gallen and HSG Alumni, St. Gallen, 16 November 2017.

Ressourcen- und Performance-Management: Diverse Potentiale aufdecken, bewerten und nutzen, Diversity Management, Gender Mainstreaming. Workshop for CAS in Organisationsentwicklung & Change Leadership, IKF Luzern, 17 November 2017 – jointly with Dr. Dominik Burger.

Inclusive Leadership: Herausforderungen bei der Führung von diversen Teams. Presentation for the Women Back to Business (WBB-HSG) programme, Zurich Airport, 22 November 2017.

Diversität und Inklusion im Lichte einer Politik der Abschottung: Wieviel Vielfalt braucht ein Unternehmen? Lecture for the public lecture series "Wirtschaft und Recht einfach erklärt", University of St. Gallen, 28 November 2017.

Final Module/Case Study. Women Back to Business (WBB-HSG) programme in English, Credit Suisse, Zurich, 29-30 November 2017, jointly with Prof. Dr. Winfried Ruigrok.

Integrative Abschlussstage. Women Back to Business (WBB-HSG) programme, Raiffeisen Schweiz, St. Gallen, 14-15 De-

ember 2017, jointly with Dr. Markus Frank

Christoph Senn:

Global Account Management Strategies 2020, Keynote at Motorola / Zebra Global Sales Conference, Chicago (January).

Various keynotes, case study and workshop sessions at the „Global Account Manager Certification Program (GCP)“, CAS Program ES-HSG, February – september 2017

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

Top Management's customer interactions: Do's and Don'ts, Thought Leadership of the Sales Profession Conference, HEC Paris (May).

Various keynotes, case study and workshop sessions at the „Winning and Keeping Global Customers“, GAMPRO at ES-HSG, June 2017

The effect of Executive Sponsor Programs on Global Sales Performance, DSM Top Leadership Meeting, Heerlen, The Netherlands.

Axel Thoma:

Digital Sales Force Enablement: Wirkungsvoller Einsatz von Apps im Vertrieb. ICT-Konferenz St.Gallen, 25. April 2017.

Value Creation with B2B-Customers through Digital Sales Force Enablement with Tablets. Showpad, FIFA Museum Zürich, 16. Mai 2017.

Having Better B2B Sales Conversations: Digital Sales Enablement with Tablets. Swiss Aerospace Cluster, Air Force Center Dübendorf, 5. Mai 2017.

Value Co-creation Strategies. Winning and Keeping Global Customers, GAMPRO at ES-HSG, June 2017

Digital Media in Global Sales. Global Account Manager Certification Program (GCP), CAS Program ES-HSG, September 2017

Digital Sales Enablement and Value Creation. Global Account Manager Certification Program (GCP), CAS Program ES-HSG, September 2017

Bianca van Dellen:

Raiffeisen Schweiz – Innen- und Aussensicht zu Chancengleichheit. Presentation at event series for leaders "Vive la Différence - Führung der Zukunft", Raiffeisen Schweiz, St. Gallen, 18 September 2017.

Awards, Services and Memberships

Honours and Awards

Winfried Ruigrok:

Best Lecturer Award, Certificate of Advanced Studies Women Back to Business (WBB-E) programme 2016-2017, Executive School, University of St.Gallen.

Thesis Supervision

BA Theses Supervision

Christoph Senn:

Nils Wijngaard : „Global pricing strategies of international industry companies - the case of Oerlikon-Balzers“

Nils Jent:

Keel, Dominic: „Das Diversity-Bestreben von Schweizer Grossunternehmen – Schwerpunkte und Herangehensweisen im Diversity Management“

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

Kössler, Juliana: „Konzept zur Qualitätsentwicklung der betrieblichen Gesundheitsförderung in einem Zentrumsspital - Ermittlung des Bedarfs und bedingungsorientierte Umsetzungsmöglichkeiten“

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

Scheurer, Pilar: „Sind Unterschiede im Führungsstil zwischen männlichen und weiblichen Führungskräften signifikant nachweisbar? – Untersuchung am Beispiel der Siemens AG“

Gudrun Sander:

Dibrani, Albana: „Flexible Arbeitsformen: Eine systematische Analyse der Auswirkungen flexibler Arbeitsformen auf die Einflussfaktoren der Arbeitszufriedenheit und der Arbeitseffizienz“

Gabathuler, Kathrin: „Spotting female talent: Ist die Rekrutierung von Frauen und Männern unterschiedlich?“

MA Theses Supervision

Andreas Binder (Co-Supervisor):

Akeret, Fabian: „Verantwortlichkeitsklagen in der Schweiz während den letzten 20 Jahren“.

Winfried Ruigrok:

Lanter, Patrick: „The Impact of poor corporate governance on the emergence of corporate scandals – The case of Volks-

wagen“

Gudrun Sander:

Baier, Therese: „Different strokes for different folks: Do the impacts of HR bundles on organizational attitudes differ between age groups?“ Advisor with Prof. Dr. Antoinette Weibel

Günthör, Nina: „Evaluation des Studiengangs Women Back to Business“ Advisor with Dr. Regula Dietsche

Pfändler, Karin: „Diversität oder Homogenität? Lebensläufe der CEOs Schweizer Unternehmen“. Co-Advisor with Prof. Dr. Julia Nentwich

Steffen, Ursina: „Effektivität von Gender Diversity Massnahmen zugunsten der Beförderung und Retention von Frauen in Technologie-Unternehmen in der Schweiz“. Advisor with Dr. Regula Dietsche

Doctoral dissertation supervision

Andreas Binder (Co-Supervisor):

Gutzwiller, Roman: „Die Einflussnahme des Staates als Aktionär auf die Strategie der Aktiengesellschaft“.

Winfred Ruigrok and Christoph Senn:

Arnd Niehausmeier: „High-performing Global Sales Organizations: Antecedents and consequences“

Nils Jent:

Pescia, Lena: „Inklusion von Mitarbeitern mit Behinderung in der Hotellerie – Ein praxisorientiertes Konzept für Schweizer Hotels (1. Referent, Kolloquium zur Vorstudie im November 2017 durchgeführt)

Khezri, Bijan: „Sensing, Abduction, and Strategic Change - Cognitive Microfoundations of Dynamic Board Capabilities (1. Referent, Kolloquium zur Vorstudie im September 2017 durchgeführt)“

Winfried Ruigrok:

Carlos Gonzalez: „The Influence of Director and Firm Characteristics in the Dynamics of Transnational Interlocks. Degree issued February 2017.

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

Executive MBA project supervision

Christoph Senn:

Arnaud de Péchy: „Bringing customers (back) into RUAG Corporate Strategy“

MBA project supervision

Christoph Senn:

Georgios Chatzidakis: „GAM in Tobacco Packaging: The Case of Amcor / PMI“

Winfried Ruigrok:

Alessandro Carbone: „Diverse teams. The effects of top management teams' composition.“ Full-Time MBA programme, 2017.

Adrian David Jäger: „Evaluation of alternative entry modes into the Brazilian consumer goods market for Swiss ingredient supplier Omya.“ Part-Time MBA programme, 2017.

Gudrun Sander:

Bilic-Nosic, Marinela: “Erfolgsfaktoren von Frauen im Top-Management“ EMBA programme 2017

Other thesis supervision

Supervision of 16 Value Creation Projects / Certification Papers at the CAS Program GCP 2017.

Roger Moser (4)

Arnd Niehausmeier (4)

Christoph Senn (4)

Axel Thoma (4)

Memberships and services to HSG community

Nils Jent:

Member of the Committee for Gender Equality

Co-organiser of the 1st Diversity & Inclusion Conference at the University of St. Gallen, 12 September 2017.

Member HSG Alumni Association.

Member of HRM Doctoral Alumni Network, I.FPM- HSG.

Member of Corporate Governance Network (ccg network)

Winfried Ruigrok

Dean, Executive School of Management, Technology and Law.

President's Delegate for Executive Education and Ranking.

Member, Senatsausschuss.

Member, Senate.

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

Chair, selection committee (Berufungskommission, BEKO), professor of “Executive Education”.

Chair, Supervisory Board, Asia Connect Center.

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

Member, Internationalisation Committee, University of St.Gallen.

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

Member, School of Management meeting.

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (ex officio), HSG Alumni Board.

Gudrun Sander:

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

Co-organiser of the 1st Diversity & Inclusion Conference at the University of St. Gallen, 12 September 2017.

Member HSG Alumni Association.

Memberships and services to other organisations

Andreas Binder:

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

Nils Jent:

Sounding Board with L. Pescia for the three national conferences 2017 for the integration of people with disabilities in the labor market, Bundesamt für Sozialversicherungen BSV, Bern.

Sounding Board with L.Pescia for KOMBI of the St. Gallische Psychiatrischen Dienste. St. Gallen .

Professional council member with L.Pescia «Echogruppe

Wirkungsbericht Behindertenpolitik St. Gallen», in cooperation with the first reporting for the UNBRK 2017, St. Gallen. Partner Advisory Group member with L.Pescia, submission to promote the development of a Swiss databank on the experiences of people after a head injury, ZHAW, Winterthur. Advisory Board member with R.Dietsche, ZHAW, Occupational Therapy Division, with a new focus on the development of suitable everyday solutions for cooperating together at eye level.

Winfried Ruigrok:

Member, Chief HR Officer Circle Switzerland.

Jury Member, Switzerland Global Enterprise, Export Award.

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

Member, organising committee, 79th annual meeting of the Verband der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research, VHB), University of St.Gallen, June 7th-9th, 2017.

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

Gudrun Sander:

Member of the advisory board, Trans-Fair project, Federal Office for Gender Equality

FWomen's Empowerment Principles Leadership Group (WEP) – UN Women and UN Global Compact

Jury Member of the WEP's CEO Leadership Award

Principles for Responsible Management Education (PRME)

Working Group on Gender Equality – UN Global Compact

Expert Advisor, Swiss Federal Office of Gender Equality

Member of the Board and Finance Committee, OBVITA

Member SMG Schweizerische Management Gesellschaft

Member EWMD European Women's Management Development Network

Member LLL League of Leading Ladies

Member Female Board Pool

Christoph Senn:

President, St. Gallen Oncology Conferences Foundation (SONK)

Memberships of Academic Associations

Dimitrios Georgakakis:

Member of the Academy of Management

Member of the Strategic Management Society

Georg Guttman:

Academy of Management

Academy of International Business

Winfried Ruigrok:

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Academy of Management

Chief Human Resource Officers Circle Switzerland (N.B. remove on p. 33)

European Academy of Management

European International Business Academy

Schweizerische Gesellschaft für Betriebswirtschaft

Strategic Management Society

Verband der Hochschullehrer für Betriebswirtschaft

Axel Thoma:

Member of the American Marketing Association

Member of leading swiss agencies

Member of dialogue*international

Professional services and reviews

Georg Guttman:

Reviewer for the European Management Journal

Winfried Ruigrok:

Reviewed for Annual Conference, Academy of Management, Atlanta, GA, U.S.A., August 4th-8th 2017 (for the International Management division and Strategy divisions).

Reviewed for several academic journals, incl. Die Betriebswirtschaft, European Journal of International Management, and Journal of Business Economics.

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

Governance

Leadership Team



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for International Management



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Center for Top Teams &
China Competence Centre



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Marketing & Communication



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ACCREDITATIONS