



University of St.Gallen

Research Institute for
International Management



ANNUAL REPORT 2023

Research Institute for International Management FIM-HSG

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Preface

Dear Reader

It is our pleasure to present the annual report of our Institute, summarizing the significant achievements and projects completed in 2023. This year we successfully contributed to the Swiss and international research community while also supporting companies and organizations internationally. Throughout the year, the FIM team grew with the addition of Huong Pham (post-doc), Tamara Kern (external PhD student), Kalliopi Chante (operations manager and team assistant), Alexander Tonn (PhD student and research assistant) and Wei Lin (PhD student and research assistant).

Once more, the Competence Centre for Diversity and Inclusion CCDI expanded its pioneering work on Diversity, Equity, and Inclusion (DE&I) in the Swiss workplace. The CCDI took the first crucial steps to take its flagship HSG Diversity Benchmarking product digital as a comprehensive solution on the new DIVERSITY WORKS platform. With the newly developed platform, companies will have access to customizable dashboards from 2024 onwards. The CCDI also spearheaded the largest data collection to date on the current state of equal pay in Swiss companies on behalf of the Swiss Employers' Association (SAV).

The India Competence Centre successfully conducted a one-week training program in St. Gallen for 32 executives from the Indian Institute of Management Bangalore. It also organised the first joint event with the Austrian Chamber of Commerce (WKV) in Vorarlberg: The INDIA DAY 2023 at the Zumtobel Group Lichtforum. Companies like Rauch Saefte presented their perspective on Asia and India in particular and got feedback from Indian executives who were guests of the University of St.Gallen.

The China Competence Centre produced various milestones. The joint research of the Sino-Swiss Business China survey was released in May and the Sino-Swiss FTA 10th Anniversary Academic Report was released to great acclaim in October. The Elite Quality Index (EQx)

was again released in April of 2023 as a political economy index that rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces of internationalization. Essentially elite agency is understood through the framework of sustainable value creation. FIM will strengthen its executive education offerings with Tsinghua University and other partner universities where European business systems, management approaches and values are analysed and discussed.

Roger Moser was elected as Titularprofessor at the University of St. Gallen as per February 2023. Jamie Gloor was honoured as one of the "Top 50 Faces" of global DE&I research across its 50-year history at the AOM conference, while also being elected as a new AOM DE&I executive board member. She also delivered a powerful keynote on the nexus between women's leadership and sustainability at the World Economic Forum (Women's Inclusion Network). Gudrun Sander was elected as one of the TOP 100 Women in Business for the fourth time. Winfried Ruigrok was nominated for the Best Paper—International Management Division: International Corporate Governance Award of the Academy of Management, Boston, U.S.A. And Nico Schäfer got the Best Student Paper (OB Division) Award at the ASAC Conference 23.

We hope this report inspires you to take a closer look at our achievements and projects, and we look forward to continuing to serve our clients and stakeholders in the coming years.

Sincerely,



Prof. Dr. Winfried Ruigrok



Prof. Dr. Gudrun Sander

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Group picture of participants of the Advanced Management Program of IIM Bangalore at the University of St.Gallen.

INDIA COMPETENCE CENTRE (ICC)

The India Competence Centre at the University of St.Gallen facilitates the Economic, Technological and Cultural exchange between India and the Western world. The ICC advances the understanding of doing business in India and with Indian companies in a global context.

OUR MISSION

Over the last few years, the India Competence Centre has focused on the development of innovative infrastructure solutions in rural and semi-urban India such as water shops, smart agriculture solutions, or access to healthcare. Since 2020, the India Competence Centre has a dedicated stream of research based on satellite data analytics technologies trying to understand how the most advanced technologies can be applied to support low-income groups such as farmers.

The India Competence Centre also serves as a nexus for different high-profile researchers such as Prof. Dr. Gopalakrishnan Narayanamurthy from Liverpool University or Prof Shainesh G from the Indian Institute of Management in Bangalore to coordinate and initiate long-term research projects and other collaborations in the areas of teaching and executive education. Dr. Roger Moser, Director of the India Competence Centre, regularly publishes articles in respected academic journals.

Moreover, the India Competence Centre further developed a dedicated Doing Business WITH India application and supervised numerous bachelor and master theses to develop even more insights for executives and academics alike. With respect to teaching, the India Competence Centre offered numerous courses at the bachelor, master and executive level.

- Bachelor Level: Doing Business in India (2 SWS), India's Technological, Cultural & Political Environment (2 SWS)
- Master Level: Comparing 'Social Business' and Development Work in Emerging Markets - The Indian Case (2 SWS) - a joint course with Prof. Dr. Paul Rollier, one of France's top scholars in anthropology focusing on South Asia.

HIGHLIGHTS 2023

In autumn 2023, the India Competence Centre organized a one-week training program for 32 executives from the Indian Institute of Management Bangalore in St.Gallen. In the context of this course, Mr. Nik Gugger, Member of the Swiss National Parliament, visited the university for a guest lecture on the current situation of the Swiss-Indian trade relationships. During the same program, Mr. Franz Probst, former President of the Swiss-Indian Chamber of Commerce and Founder of SkillSonics, gave a lecture on his experiences in building vocational training programs in India.



In 2023, the India Competence Centre and the Wirtschafskammer Vorarlberg organized a meeting between Indian and Austrian executives, hosted by Zumtobel Group.

In 2023, the India Competence Centre also organized the first joint event with the Austrian Chamber of Commerce (WKV) in Vorarlberg: The INDIA DAY 2023 at the Zumtobel Group Lichtforum where companies like Rauch Saefte presented their perspective on Asia and India in particular and got feedback from Indian executives who were guests of the University of St.Gallen.

ACTIVITIES AND PROJECTS

The India Competence Centre at the University of St.Gallen is dedicated to research, teaching and executive education activities. For example, Dr. Moser jointly with Michael Enderle from Dr. Wamser + Batra offered a one-day program on “negotiation tactics in the Indian-European context” for the Global Negotiator Program at the University of St.Gallen in 2023. In addition to the numerous teaching activities at the bachelor, master and executive level such as “Doing Business in India” and “India’s Technological, Political and Cultural Context”, the India Competence Centre continued to further expand a long-term research collaboration with Prof. Dr. Gopalakrishan Narayanamurthy from the University of Liverpool. Prof. Narayanamurthy had spent several months as PostDoc Scholar at the Research Institute for International Management 6 years ago and coordinates today the India research activities at his new university.

OUTLOOK 2024

In 2024, the India Competence Centre will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions based on satellite data and related technologies. For this purpose, the India Competence Centre will continue its close collaboration with SatSure AG, a Decision Intelligence from Space company operating in the Swiss-Indian context. In addition, the India Competence Centre has offered additional training programs to IIM Lucknow and IIM Calcutta.

Dr. Moser explains a delegation of Indian executives the background story of Buehler AG in Uzwil.



CHINA COMPETENCE CENTRE (CCC)

The China Competence Centre's three pillars are research, teaching and practice. In fulfilling its mission CCC aims to strengthen its function of being a bridge of productive exchanges between Europe and China. CCC contributes to the Sino-Swiss relationship with cutting edge teaching and research on the Sino-Swiss Free Trade Agreement, Swiss investment in China, the Belt and Road Initiative (BRI) and research on Chinese teams, and Chinese elite quality (EQx).

CCC delivers a range of services to provide a gateway for Swiss/European companies internationalising in China, as well as for Chinese firms expanding into Switzerland and Europe. In this regard, the CCC offers executive education programmes to Chinese leaders that offer unique content on values, governance, management, innovation and sustainable value creation, and bring Chinese leaders in contact with Europe and Swiss businesses.

Photo of the
Sino-Swiss Free
Trade Agreement in
St. Gallen (2018).



OUR MISSION STATEMENT

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

2023 SUMMARY

During 2023 CCC produced various milestones. Two projects stood out, the joint research of the Sino-Swiss Business China survey which was released in May and the Sino-Swiss FTA 10th Anniversary Academic Report released to great acclaim in October. The publication of the annual Elite Quality Index (EQx) has a global impact. Here, our continued collaboration with thought leaders.

Teaching offering for bachelor and master levels were strengthened as where executive education modules in collaboration with the HSG Executive School. Moreover, the relationship with partners in China including the University of International Business and Economics (UIBE) in Beijing, Tsinghua's School of Economics and Management (SEM), the Cheung Kong Graduate School of Business and Zhejiang University were strengthened by executive education programs, visits and discussions for joint research.

Further, we welcomed Alexander Tonn, a fourth year PhD student at HSG, as a research assistant at the CCC. Alexander conducts research at the intersection of political economy and international business, supports various China-focused courses as a teaching assistant and is also engaged in upcoming executive education programs.



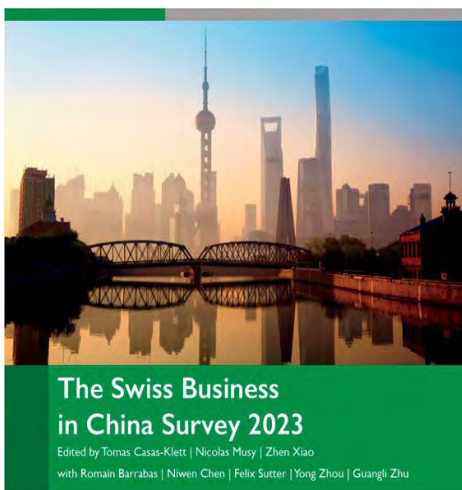
From left to right at the presentation of the Sino-Swiss FTA Report: Ambassador Christian Etter; HSG President, Bernhard Ehrenzeller; Honourable Ambassador of China to Switzerland, Wang Shiing; President of the Government of the Canton of St. Gallen, Stefan Koelliker; Honourable General Consul of China to Switzerland, Chen Yun.

RESEARCH

The impact of any free trade agreement is evidenced by its utilization rates. A major finding of the 2023 FTA Report is that Swiss exporters use the SSFTA successfully to a large extent, with the utilization rate increasing by 13%, from 58% to 71% over the last five years. As a result, Swiss firms have effectively saved USD 220 million in 2022 alone, up from USD 70 million in the year 2018. Still there is remaining savings potential, which is contingent on many factors including the growth of bilateral trade in the coming years, and which might be estimated to be as high as USD 200 million.

The importance of the SSFTA to the two countries is obvious and the Report provides evidence that this bilateral institution has achieved remarkable results in the past 10 years with many Swiss and Chinese enterprises having seized the new opportunities brought by openness. This Report extends into areas adjacent to the SSFTA and relevant for the bilateral

relationship. For instance, it provides insight into how exporters in Switzerland and other nations might benefit from China's unilateral opening measures on trade and investment. It also highlights the fast-growing potential of China's service sector which might take centre stage in the bilateral relationship given Switzerland's competitiveness in the trade in services, which currently has a surplus of CHF 1.7 billion with China. Since trade and investment often go hand in hand, a global analysis of China's FTA investment provisions is supplied providing unique insights into China's policy-making strategies. The contributors to the Report's 10th anniversary edition believe that with its analyses, this research contributes to the bilateral economic relationship by providing additional insights to the SSFTA stakeholders, including trading and investing firms, consultants, business associations, and policymakers.



The full report is available [here](#).

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The Elite Quality Index (EQx) was again released in April of 2023 as a political economy index that rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces of internationalization. Essentially elite agency is understood through the framework of sustainable value creation.

In 2023 leading economists from China, Switzerland or India provided original insight on the basis of EQx scores and rankings that entered to public discourse in many countries.

The full report of the Elite Quality Index 2023 is available [here](#).



Elite Quality Index 2023 Launch Event



EXECUTIVE EDUCATION AND TEACHING

CCC has continued to supply insight, content and contacts to its executive education offering by designing an international management module in conjunction with partners from China, Japan, or Israel. The learning module included a trip to Singapore and one to Tel Aviv. In collaboration with the HSG Executive School, the Doing Business in China module and an International Management module have been further strengthened through the collaboration with partner institutions in China like Tsinghua University.

Specific courses on China have been delivered at the bachelor and master's levels, and China themed content is included in a variety of courses ranging from SIM International Entrepreneurship to the CEMS' Disruption and Innovation courses. FIM prides itself of crafting courses that are second to none when it comes to transmitting the complexity, richness and dilemmas associated with China.

OUTLOOK 2024

FIM will strengthen its executive education offerings with Tsinghua University and other partner universities where European business systems, management approaches and values are analysed and discussed. Two academic projects will be the focus of the research efforts: The Swiss Business in China Survey 2024, and the Elite Quality Index 2024, which is to be released in April 2024. Moreover, for 2024 CCC will continue to strengthen its China executive education and teaching and work closely with Chinese partner institutions and firms.

COMPETENCE CENTRE FOR DIVERSITY & INCLUSION (CCDI)

The Competence Centre for Diversity & Inclusion CCDI is the largest competence centre at FIM and works closely with Swiss and international companies, universities, and the public sector to provide guidance, analysis, and training on how to achieve more diversity and inclusion in their 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, inclusive leadership, and unconscious bias trainings. The CCDI also conducts cutting-edge research on questions on a wide range of topics surrounding the overall theme of inclusion and diversity, including (but not limited to) equity, exclusion, work-life compatibility, and more.

Part of the CCDI team at a strategy meeting



OUR MISSION

Managing diversity, equity, and inclusion (DE&I) is increasingly a management priority as ESG goals have also reached board rooms. Companies have realized the importance of attracting and retaining a diverse workforce to stay competitive in a changing market. This means eliminating workplace discrimination 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 ethnicity. It also means treating all employees fairly and making sure their diverse needs are met so they can succeed. In an environment of increasing labour shortages, effective DE&I management is a leadership task that encompasses the entire HR life cycle. Our decades of experience in DE&I research and consulting, and our ability to offer customized service packages that span a wide range of methodological approaches make us the ideal partner for companies at any stage of their DE&I journey.

Our services include sophisticated HR analytics, employee surveys, tailored consultancy, inclusive leadership, and unconscious bias training for management, HR business partners, and employees. Sometimes, we also “train the trainers”, enabling organizations to continue to deliver their own unconscious bias and inclusive leadership trainings in the future. We also offer internal and external benchmarking reports, that enable companies to measure and track the progress of diversity and inclusion within their organisations, across different internal business units, as well as externally with their peers and competitors in the same industry. We also analyse companies’ salary structures for potential gender-based discrimination and make recommendations for improvement.

In addition to our client-focused work, we also conduct cutting-edge academic research on topics such as (inclusive) leadership, diversity and equity, inclusion and exclusion, allyship, work-life compatibility, the intersection of sustainability and DE&I and even humour.

HIGHLIGHTS 2023

Once more, the CCDI has been able to expand its pioneering work on DE&I in the Swiss workplace.

LAUNCH OF DIVERSITY WORKS

Speaking of Diversity Benchmarking: The CCDI took the first crucial steps to take its flagship HSG Diversity Benchmarking product digital as a comprehensive solution on the new DIVERSITY WORKS platform. The CCDI piloted the new platform with banking and financial organizations participating in the 2023 Diversity Benchmarking.



What does DIVERSITY WORKS look like in practice? With our newly developed platform, your company will have access to customisable dashboards from 2024 onwards. DIVERSITY WORKS allows companies to access their diversity benchmarking results

online at any time and have access to a comprehensive selection of metrics that can be tailored to the company's exact needs. The platform also allows companies to create custom reporting dashboards and download metrics for reports or presentations. Trend analyses of developments over time are now also available to companies as an easy-to-use dashboard, providing new, in-depth insights into the development of DE&I.

CONSULTING PROJECTS AND APPLIED RESEARCH

This year, the CCDI spearheaded the largest data collection to date on the current state of equal pay in Swiss companies. On behalf of the Swiss Employers' Association (SAV), the CCDI conducted a survey of companies with at least 100 employees in Switzerland and published a detailed analysis for companies that had used the federal equal pay analysis tool, Logib.

The data collection included 615 companies with around 550,000 employees, which corresponds to approximately 10% of Swiss companies of this size. The results were largely positive: most of these companies (99.3%) comply with the federal government's tolerance threshold of 5.0%. After accounting for job-specific and personal characteristics - an unexplained gender pay gap was identified in 27.5% of companies that utilized Logib. The average unexplained pay gap is 3.3%, with women earning less than their male colleagues in most cases. The exact cause of this difference cannot be conclusively determined - possible explanations include unconsidered pay-related aspects (i.e. actual working experience or working conditions), the quality/representativeness of the data basis,

gender or a combination of these factors.

Speaking of salary analysis: The CCDI Wage Centre also continued to analyse salary structures and pay (in)equity according to the Logib model. Multiple companies were awarded with the label "We Pay Fair" based on the positive results of their equal pay analysis conducted by the CCDI. In addition, the CCDI was able to assist companies in translating their job structure into the Logib model, thus helping them to obtain reliable results.



In 2023, the CCDI was able to expand its repertoire of large-scale consultancy and applied research projects in collaboration with companies and organisations. As in previous years, the CCDI supported companies in analysing their recruitment processes through a DE&I lens and conducted inclusion surveys among company employees, considering intersectional identity dimensions. But the CCDI also broke new ground: It is assisting a large consulting firm in writing a White Paper on optimising career trajectories for women in their 40s. CCDI is also developing a set of actionable measures to attract young girls to STEM careers (on behalf of a public sector organisation); and conducting in-depth workshops for several companies to develop their DE&I strategy and roadmap, strengthen their commitment to an inclusive culture, and identify their DE&I pain points. For one

company the CCDI developed an internal DE&I dashboard for data-driven conversations and problem solving and designed and implemented a change process to bring new users on board.

ACADEMIC RESEARCH

2023: What a whirlwind year for the PLAID (Pathways to Leadership that Advance Inclusion & Diversity) Lab--the international, academic research powerhouse of the CCDI and FIM!

We started the year with Jamie's TEDx talk in Zurich, in which she highlighted humour as a way to suspend stress and bias to pave the way for a more diverse and sustainable future. Then, we welcomed Huong Pham fresh from LMU as a new post-doc to further strengthen the psychological side of our business/management research. Mihwa, a post-doc in our team, started her HSG-GFF (an 87,320CHF grant) research project how seemingly minor behaviours (e.g., jokes and compliments) affect well-being--and if the effect differs by toxic masculine culture--together with Jamie, Amanda Shantz (HSG), and Philipp Sieger (Bern) and also won 2nd place in the DocNet science slams. Eugenia, a doctoral student in our team, passed her "preliminary study" with flying colours--a critical milestone in her doctoral studies.



Prof. Dr. Jamie Gloor at the [TEDx Talk](#) in Zurich.

Applying our research while also fuelling new insights, Eugenia and Jamie successfully led two new highly rated allyship trainings for hundreds of diverse professionals, in addition to DE&I/sustainability talks for leaders across Switzerland, Germany, and the U.S.--a highlight being Jamie's talk on DEI and sustainability for the World Economic Forum, based on her Harvard Business Review piece with Eugenia, Winfried Ruigrok (FIM), and Corinne Post (Villanova). Before Tamara Kern joined us as a new external PhD student while working as Director of Talent & Rewards (and training 600 leaders) at Magna Steyr in Munich, the entire PLAID lab presented new research at the Academy of Management (AOM) in Boston--our biggest gathering of 10,000+ global scholars and practitioners--and at the inaugural [Swiss Leadership, Diversity, & Inclusion Summit](#) we organized with Lauren Howe (UZH) and Clara Kulich (Geneva)--welcoming 50 participants from various disciplines and schools across Switzerland. At the AOM conference, Jamie was honoured as one of the "Top 50 Faces" of global DE&I research across its 50-year history while also being elected as a new AOM DE&I executive board member. The Financial Times 50 (FT-50) is a "gold standard" for us as a business school/for our rankings, and Jamie published new research on how bystanders respond to ambiguous workplace mistreatment (i.e., incivility or microaggressions) towards female colleagues in the Journal of Management while also being honoured with prestigious appointments to the editorial boards of FT-50 journals: Academy of Management Journal, Journal of Management, and Academy of Management Review, which means she will shape the top international research in leadership and DE&I.

Mihwa also published new research on gendered wording in job advertisements in Strategic Entrepreneurship Journal--also an FT-50 journal. Finally, we rounded out the year all together with a restorative research and writing retreat in the peaceful Kloster Kappel.

We are proud to foster these new research insights and positive impacts--and more--in the DE&I/sustainability space thanks to the continued financial support of the Swiss National Science Foundation's 1.2million CHF grant to Jamie Gloor, HSG-SOM Assistant Professor and PLAID lab (CCDI-FIM) leader. For more activities, articles, awards, and updates, see: [PLAID lab](#)

RACE AND ETHNICITY

Under the leadership of Christian Pierce, the CCDI spearheaded the launch of two race and ethnic diversity initiatives at organizations and held an event at HSG on the experiences of Black women in Switzerland. Our latest Deep Dives series of lunchtime webinars covered tokenism, saviourism, and colourism, pioneering the discussion on these topics in Switzerland. Christian Pierce also represented the CCDI on various panels, at events, and on podcasts.

ALLYSHIP TRAINING

During 2023, Prof. Dr. Jamie Gloor led a new exec. education initiative on [allyship training](#). Together with her PhD student, Eugenia Bajet Mestre, she developed this evidence-based training with the goal to support men who want to be advocates for gender equity. This first training took place on September 2023 at HSG, followed by a training in Zurich at the start of 2024.

During the trainings, trainees were able to learn to identify (unconscious) biases, reflect on privileges and practice allyship strategies - all in a safe space with other committed men.

These trainings also form part of a research project aiming to understand men's allyship and the consequences towards women's leadership, which forms part of Eugenia Bajet Mestre's PhD project.

For customized organizational training in organizations, these CCDI researchers will collaborate with two active allies from the non-profit We/Men, Pirmin Meyer and Konrad Weber.

GROWING TEAM

The CCDI is thrilled that Kalliopi Chante joined the team this year as Operations Manager and Team Assistant. She brings several years of valuable experience as an executive assistant. With a non-linear career and a background in Archaeology and Museology she is particularly excited to actively support the team and help increase awareness about DE&I.

Also in 2023, Huong Pham joined the CCDI's PLAID (Paths that Advance Inclusion and Diversity) lab as postdoctoral research fellow working with Prof. Jamie Gloor. Her research interests include topics on diversity, cognition and leadership. Prior to joining the CCDI, she completed her Ph.D. in Psychology at LMU Munich in Germany. Her doctoral dissertation uses experiments and ESM techniques to examine how social interactions inform the (de)construction of leader identities. Tamara Kern joined the CCDI as an external PhD student working with Prof. Jamie Gloor. Her research interests include

topics on diversity, inclusive leadership and financial success. With a background in Business Administration (Master level), she is currently pursuing her PhD in Management (PMA) and holding the position as Director Talent & Total Rewards in a Fortune Global 500 ranked corporation.

DIVERSITY BENCHMARKING

This year, the CCDI focused its Diversity Benchmarking on the topic of “rethinking working time,” taking a close look at how “New Work” affects working hours and employment models in Swiss businesses. Among unprecedented skilled labour shortage, it’s an employees’ market, and employees increasingly want more flexibility (key words: part time, 4-day work week, sabbaticals, trust-based working hours...), especially as Generation Z enters the workforce. At the same time, work has become much faster-paced, complex, and thus much more stressful. The CCDI was proud to support companies in rethinking and redesigning how work gets done to not only retain employer attractiveness but benefit from the innovation and productivity potential of New Work. 57 companies

and organizations participated in the Benchmarking.

The CCDI also continued publishing industry-specific benchmarking analyses, focusing on the specific needs of different Swiss sectors. This year, the CCDI collaborated with Arbeitgeber Banken (the association for employers in the banking sector) and the Swiss Insurance Association to publish industry-specific reports for their member companies. In addition to seven other sector-specific benchmarking analyses, the CCDI published for the first time a benchmarking report specifically for the transport and logistics sector.

GENDER INTELLIGENCE REPORT

The annual Gender Intelligence Report (GIR) is the result of a benchmarking study conducted by the CCDI on behalf of ADVANCE Women in Swiss Business, a non-profit-organisation. With their collaboration, ADVANCE and the CCDI are committed to creating more transparency around gender diversity in the Swiss workplace. This year’s GIR focused on how promoting



Ines Hartmann, Co-Director of the CCDI, and Alkistis Petropaki, Managing Director of Advance, at the launch of the 7th Gender Intelligence Report in Zurich, September 2023.

gender equity is a crucial part of solving the problem of skills shortage in the Swiss workplace. As in the previous years, the Gender Intelligence Report was able to increase the number of employees forming the foundation of its cutting-edge analyses to over 400'000! For the first time, the Gender Intelligence Report also included the Transport & Logistics sector in its industry-specific analyses.

Find the full report and best practice inspiration from different companies here: <https://advance-hsg-report.ch/>



COLLABORATION WITH FACHSTELLE UND

CCDI and the Fachstelle UND continue their fruitful collaboration to develop a set of standardized indicators (based on HR and organizational data) to analyse and compare the compatibility of work and other life domains between companies. The project is funded by the Swiss Federal Office for Gender Equality and is in its final stage before it becomes a standardized joint offer of the CCDI and the Fachstelle UND, open to all interested organizations.

UNCONSCIOUS BIAS TRAININGS AND WORKSHOPS

The CCDI team also continued to train managers, employees and HR professionals on reducing unconscious bias in their decision-making and on inclusive leadership. In 2023, CCDI training reached 1'700 participants in over 60 training sessions (a new record)!

About a third of the 33 companies were returning clients. Trainings were conducted in German, Italian, French, and English, sometimes with external facilitators.

After two years of running the programme at the Executive School, the CCDI launched the «Success through Diversity and Inclusion» programme as a six-week online course in English. Taught by topic experts from the team, participants were given a broad and clear vision of the DE&I challenges, enabling them to develop their own strategy and apply the right tools for their organisation by the end of the course. Topics ranged from normative and strategic foundations of DE&I management over unconscious biases and inclusive leadership to salary equality, intersectionality, age, and gender diversity, LGBTQI+ and race / racism. Participants also received practical tools and best practice examples. Two personal coaching sessions and participation in the St. Gallen Diversity & Inclusion Week completed the programme.

AIMING HIGHER – CAREER DEVELOPMENT FOR FEMALE MEDICAL RESIDENTS

Together with the Executive School at the University of St. Gallen, the CCDI continued its highly sought after “Aiming Higher – Career Development for Female Medical Residents” programme, a new blended learning programme designed to strengthen female doctors both professionally and personally, and to prepare them optimally for their careers, mainly in hospitals. A particular focus of the programme is on strengthening personal skills that are important for coping with challenging situations in everyday professional life, as well as learning from role models on topics related to career and work-life balance.

7. St. Galler
Diversity &
Inclusion
Week

D&I WEEK

In September, the CCDI co-organized the annual “D&I Week” at the University of St. Gallen (for the 7th time!), consisting of a hybrid of online and on-site events. Under the theme of «BEYOND DIVERSITY: NAVIGATING INCLUSION IN MODERN WORKPLACES», 11 online sessions, four on-site inputs and one hybrid organized presentation took place from 11 to 15 September. This was our most ambitious D&I week yet! The programme was designed and moderated by 32 speakers from research and practice. The speakers’ diverse backgrounds (academia, private sector, state-owned enterprises, as well as various industry affiliations) provided a variety of perspectives on the topic, covering both the individual and organisational, employee and managerial, cultural and structural levels of the topic. A total of 1,137 people interested in diversity registered, another record number. As usual, a highlight of the D&I Week was the presentation of key findings from the 7th annual Gender Intelligence Report, which took place on the premises of Sunrise in Zurich.



The CCDI and its work have been widely covered in the media. Especially the 7th annual Advance and HSG Gender Intelligence Report gained a lot of attention, covered a whopping 102 times in the news! Prof. Gudrun Sander, Dr. Ines Hartmann and others gave interviews during the whole year and contributed to panels, conferences, and articles referred to in the media. To make sure that the public can stay up to date on its work, the CCDI publishes a bi-monthly newsletter (make sure to subscribe [here](#)) and continued its series of webinars.

OUTLOOK 2024

The CCDI is excited about what 2024 will bring. Starting in 2024, our brand-new DIVERSITY WORKS platform will be available to all interested companies to answer key questions such as: How do you set realistic DE&I goals? Where are you already utilising the diversity of talents, where is there untapped potential, or are you even losing valuable talents? How do your diversity metrics evolve over time – and how do you compare to the industry? The Federal Office for Gender Equality supports this

exciting new Diversity Benchmarking chapter with financial assistance in accordance with the Gender Equality Act.

The PLAID lab looks forward to collaborating with new corporate partners and male allies (e.g., Pirmin Meyer and Konrad Weber) on our innovative (male) allyship program to facilitate and assess DE&I progress in organizations. We are also excited to share new results with you soon about how playfulness facilitates interactions and networking across diverse persons (e.g., men and women, lower and higher status) at work, thereby "rethinking the playing field" to reduce these critical gender- and status-inequalities in organizations (generously supported by the Swiss National Science Foundation).

Please be sure to save the date for the eighth annual St. Gallen Diversity & Inclusion Week, which will take place from September 16th to the 20th, 2024. The event represents a unique opportunity to hear insights from the latest research as well as experiences in the field from leading DE&I practitioners.

The PLAID Lab team. From left to right: Tamara Kern, Dr. Mihwa Seong, Dr. Huong Pham, Eugènia Bajet Mestre and Prof. Dr. Jamie Gloor.



COMPETENCE CENTRE FOR TOP TEAMS (CCTT)

At the Competence Centre for Top Teams we conduct academic research to enhance our understanding of high-performance teams. In a contemporary business environment that is constantly changing, we support clients by offering sound analytics and insights to create high-performance teams, based on the St. Gallen Top Team Model (SGTT). Furthermore, we create an environment that attracts ambitious, young researchers and invest in their development.

OUR MISSION

As the business world is constantly evolving, with increasing levels of competition, new technologies, and specialised workforce, the current global situation, including the COVID-19 pandemic and unstable political climate, has amplified this trend. To succeed, companies must continuously adapt to these challenges and their effects. Collaboration across different disciplines is crucial for learning and driving innovation within organisations. Therefore, high-performing teams are essential as they enable companies to tackle market changes by exceeding the limitations of individual problem-solving abilities.

At CCTT, we are dedicated to enhancing teamwork and performance by examining the various internal and external factors that affect teams and the connections between

them. Our mission is closely tied to the combination of academia and practical application, as we strive to identify, document, and test emerging and innovative practices within relevant frameworks through close collaboration with actual teams. Our goal is to improve the performance of top teams by implementing these practices, as well as addressing any issues that may arise.

We aim to advance our team model and share our findings through publications targeted towards both the business community and academic journals. Additionally, we work closely with top teams in entrepreneurship, management, and boards, and also collaborate with the Executive School (ES-HSG) to integrate our research on top teams into degree and non-degree programs.

HIGHLIGHTS 2023

Dr. Tomas Casas i Klett stepped back from an active position within the CCTT to an advisory position. Though not operatively involved anymore, he is still an important advisor for CCTT.

ACTIVITIES AND PROJECTS 2023

Leading High-Performance Teams

In the autumn 2023, the CCTT team taught their “Leading High Performance Teams” (LHPT) course in partnership with the executive School (ES-HSG) for the third year in a row. The course structure was further redesigned and includes on campus days as well as online and self-paced modules. In December 2023, a version of the LHPT course was taught as a module within the embaX programme, an executive MBA programme from the University of St. Gallen in partnership with the ETH Zurich.

The SGTTC model continues being applied in various academic programmes such as the SIM masters at HSG and throughout various programmes in China.

CUSTOM PROJECTS

Furthermore, various members of the CCTT team have been involved in a range of customs projects.

Prof. Winfried Ruigrok and his PhD researcher Anne-Sophie Bacouël created and taught a recurring seminar for a Swiss private bank. The programme took place in Zurich with a focus on family entrepreneurship and corporate governance.

Dr. Stephanie Schoss has developed and taught customs programmes about teams and deep-level diversity to Swiss multinationals in the pharmaceutical and the banking sector.

Prof. Dr. Winfried Ruigrok teaching a corporate customs project in Zurich.



RESEARCH

Research remained a cornerstone of CCTT's endeavours. The past year has seen notable accomplishments in our research initiatives. Notably, our researchers have been privileged to showcase our research at prestigious academic conferences worldwide.

Prof. Winfried Ruigrok showcased his research at the Academy of Management conference in Boston in August 2023.

Dr. Stephanie Schoss Stephanie examined the realm of deep-level diversity, presenting a study on its intricacies under the influence of gravity in the *Aerospace Journal*. Dr. Schoss' outreach extended globally, establishing collaborative efforts with the University of

Otago in New Zealand. This collaborative venture focused on intrinsic motivation and mental health, particularly emphasizing stress and anxiety, and was presented at a national conference. Moreover, Dr. Schoss has extended her research outreach to a collaboration with the Max Planck Institute, delving into the dynamic intersection of artificial intelligence and leadership.

Anne-Sophie Bacouël presented her work on faultlines at the Swiss Leadership, Diversity, & Inclusion Summit in Zurich in June 2023. She also presented a study on the impact of diversity and arts on levers for creativity at the European Academy of Management conference in Dublin in June 2023.

Dr. Stephanie Schoss lecturing at the HSG Highlights 2022 at Square.





Anne-Sophie Bacouël teaching a corporate customs project in Zurich.

Nico Schäfer presented his research on psychological safety and virtual teams at the Academy of Management conference in Boston in August 2023 and at the Administrative Sciences Association of Canada (ASAC) conference, for which he won the Best Student Paper award (OB Division).

OUTLOOK 2024

In 2024, our goal is to continue advancing the SGTT model. To that end, we will actively engage in recruiting corporate data partners to fortify the empirical foundation of our research model, paving the way for even more impactful contributions to the academic community.

The SGTT framework will continue to be applied in various educational settings, such as at the Executive School, in China, and at the Master's level.

Furthermore, our LHPT course in partnership with the ES-HSG will take place again in the autumn of 2024, renamed “Better you. Better teams” to emphasise its new focus on self-leadership in addition to team leadership.

Our team members are planning on presenting their research at various international academic conferences, such as the Academy of Management conference in Chicago and the Strategic Management Society conference in Istanbul.

Nico Schäfer at the AOM conference in Boston, August 2023.





CORPORATE GOVERNANCE COMPETENCE CENTRE (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Stream 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. Stream 2, led by Prof. Dr. Andreas Binder, addresses shareholder structures and behaviour across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad.

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

OUR MISSION

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

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

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

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

HIGHLIGHTS 2023

For the Corporate Governance Competence Centre (CGCC), 2023 was a year of transition. A co-founder left, while two new colleagues joined.

Prof. Dr. Andreas Binder and Prof. Dr. Winfried Ruigrok jointly established the CGCC with the explicit intention to facilitate an interdisciplinary exchange of corporate governance. Prof. Binder has provided the legal, while Prof. Ruigrok brought in the business (incl. managerial and financial) perspective of corporate governance.

In 2023, CGCC co-director Prof. Dr. Andreas Binder formally retired due to age reasons. At CGCC, Prof. Binder focused on shareholder structures and behaviours across Europe and North America from a legal perspective. His mission has always been to contribute to effective corporate governance practices in Switzerland and abroad. One prominent way of doing so has been through his active role in the European Council on Corporate Governance of The Conference Board. Together with prominent industry partners (David Frick [Secretary to the Board of Directors, and Senior Vice President at Nestlé], as co-chair of the Council and Bruno Heynen as programme director of the Council) this membership has granted prof. Binder and the CGCC invaluable access to contemporary hot topics in corporate governance from the perspective of the issuers as well as from the investors' view.

While formally stepping down, the cooperation with Prof. Binder and thus the combination of a business and legal perspective will continue at CGCC. In this context, we were fortunate to enlarge our competencies and resources after two legal researchers joined CGCC as Research Fellows in 2023:

- Roman Gutzwiller, Dr. iur., MBA, post-doctoral researcher and lecturer, University of St.Gallen, attorney-at-law, alumnus of the World Economic Forum Global Shapers Community
- Valentin Jentsch, Prof. Dr. iur., LL.M., tenure track assistant professor of corporate law, University of St.Gallen, attorney-at-law.

Together, this team has been very productive in 2023. In the chapter TEACHING (below), we list the dozens of contributions this team made to the University of St.Gallen's teaching, publication output and contributions to public debates. The three colleagues taught numerous courses at the bachelor, master (both in the FT-ranked Strategy and International Management programme and in the Law School), and post-experiences programmes (both Executive MBA and the Executive Master Business Law for Managers). In addition, the team offered lots of presentations at external conferences and events.

The team around Prof. Dr. Winfried Ruigrok worked on and presented several academic papers at top international scholarly conferences, incl. at the Academy of Management, the Academy of International Business, and the workshop on Top Management Teams organised by the European Institute for Advanced Studies in Management (EIASM). One paper was Nominated as **Best Paper** at the International Corporate Governance Award of the International Management Division of the Academy of Management.

In mid-July 2023, following the take-over of Crédit Suisse by its competitor UBS, the Swiss State Secretariat for International Finance (SIF) of the Federal Department of Finance (EFD) requested Prof. Ruigrok to produce an expert opinion report in the context of the "Too-Big-To-Fail" (TBTF) regulations. Together with Dr. Lin WEI (also at FIM-HSG), Prof. Ruigrok submitted his report "Regulating Executive Remuneration At Swiss Global Systemically Important Banks" in December 2023. The report addresses questions on the level, composition, possible effects, and regulatory aspects of CEO and executive remuneration at "Global Systemic Important Banks" (G-SIBs). This report will be the basis for communication prepared by the SIF to be sent by the Swiss Federal Council to the Swiss parliament in April or May 2024. The report will be formally released after this communication has taken place (therefore it does not appear on the list of publications).

The team around Prof. Ruigrok provided various courses at different levels at the University of St.Gallen, esp. at the post-experience level. Prof. Dr. Georg Guttmann, who is 50% at the Executive School and 50% at FIM, built a suite of [board programmes](#) at the Executive School (ES-HSG), establishing the University of St.Gallen as the leading institution offering board education and reflection in the German-speaking area.

In 2023, Ms Che TANG completed her dissertation (*Regional Strategy of Multinational Enterprises*) with Prof. Ruigrok as the first supervisor.

Finally, Prof. Ruigrok offered several media contributions, incl. an interview to the *Neue Zürcher Zeitung* and to the *SRF Tagesschau Hauptausgabe*.

Advisory Board

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 has 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 from the business world as well as investors.

The Corporate Governance Competence Centre's Advisory Board consists of the following members:

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

- Bruno Heynen, attorney-at-law, former Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters
- Ines Pöschel, attorney-at-law and corporate governance expert
- Katja Roth Pellanda, Dr. iur., LL.M., attorney-at-law, Group General Counsel of Zurich Insurance
- Markus Steiner, Dr. iur., Chair of Zurich Investment Foundation, former CEO of State Street Bank, Zurich and of UBS Fund Management (Switzerland) Ltd.
- Gianina Viglino-Caviezel, Dr. oec., President Hamilton Services & CFO Hamilton, alumna of the World Economic Forum Global Shapers Community
- Rudolf Wehrli, Dr. phil. et Dr. theol., former Chairman of Clariant, former Chairman of Economiesuisse

Research Fellows

In the year 2023, we have enlarged our competencies and resources by gaining two academics as Research Fellows:

- Roman Gutzwiller, Dr. iur., MBA, post-doctoral researcher and lecturer, University of St.Gallen, attorney-at-law, alumnus of the World Economic Forum Global Shapers Community
- Valentin Jentsch, Prof. Dr. iur., LL.M., tenure track assistant professor of corporate law, University of St.Gallen, attorney-at-law.

ACTIVITIES AND PROJECTS 2023

The Advisory Board considers the questions on the role of the public company in society and on the role of the shareholder in the public company, the answers they provoke and the implications they will have as fundamental for the future corporate governance landscape in public companies. We are 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 2023, we presented these guiding principles in audiences in academia and in the business world.

Three of our members play an active role in the European Council on Corporate Governance of The Conference Board. Since 2015, David Frick has been co-chair of the Council; Bruno Heynen serves as program director of the Council; and Andreas Binder is a member of the Council. The Council usually

convenes 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 2024

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 developing answers to the question on how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. Moreover, we will continue our exchange with the Swiss lawmaker regarding current corporate governance topics. In 2024, we will continue to focus our efforts on new rules which would allow companies to introduce loyalty shares and on the emerging new law on Foreign Direct Investment Control.

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.).

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Publications

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Teaching

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Presentations,
external lecturers
and seminars

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 2023 FIM Faculty Realised the following publications and papers:

SCHOLARLY CONTRIBUTION

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Dinheiro vivo (Portugal): [„Elites portuguesas estão na cauda da Europa“](#).

BusinessWorld (Philippines): [„Philippines jumps to 48th spot in 2023 Elite Quality Index“](#)

Xinhua (China): [“Elite Quality Index 2023 shows China's economy to grow over long term: author“](#).

SGNews (Singapore): [“2023全球精英素质排行! 蝉联三次榜首的新加坡遭瑞士取代“](#)

University of St.Gallen (Press release): [“Ranking «Elite Quality Index 2023» setzt die Schweiz weltweit auf Platz 1“](#)

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[Ist Gender Equality die Lösung für den Fachkräftemangel?](#), in: Ladies Drive, 63/2023.

Gleichberechtigung gegen Fachkräftemangel, St.Galler Tagblatt (ua.), 16.9.2023

Wie bringen wir mehr Frauen in Führungspositionen?, Bärn today, 20.11.2023

Jede zweite Führungsperson eine Frau, St.Galler Tagblatt (ua.), 29.11.2023

«Fast jede Firma beschäftigt sich mit Chancengleichheit», Wiler Zeitung, 1.12.2023

Das Rätsel knacken - aber wie?, Clinicum, 21.12.2023

Sylvia Hodek

Mit Offenheit und Lernbereitschaft von Vielfalt profitieren, Gplus / Magazin für die grüne Branche, 11.08.2023.

Nora Keller

Die Werbebranche zelebriert den Facettenreichtum, persönlich.ch, 23.3.2023.

Erfolgreicher Gisler Gipfel, zufriedene Präsidentin, Werbewoche, 26.3.2023

Nicole Niedermann

Niedermann, N., [Und wo bleibt der Mann?](#) In: Podcast Trend, 15.02.2023

Billigere Krippen führen nicht dazu, dass Mütter im Job mehr arbeiten, NZZ Magazin Online, 19.02.2023

Gudrun Sander

Der Bauch ist bei Personalentscheiden kein guter Ratgeber, Sonntagszeitung, 1.1.2023

«Die Geschlechterungleichheit wird 2030 gegessen sein», blick.ch, 17.2.2023.

[Höhere Lohnfairness in der Schweiz](#), ORF, 6.3.2023

[«Diversity-Management verkommt oftmals zur Absurdität»](#), Tagesanzeiger (ua.), 10.6.2023

Pionierarbeit von und für Schweizer Ärztinnen, vsao Journal, 24.8.2023

Gudrun Sander, Women in Business / Top 100, 10.10.2023

Swiss Diversity Award Night: vielfältiges Spiegelbild der Schweiz, persönlich, 30.9.2023

Genialer Weiblichkeit Raum geben, Forbes, 8.11.2023

[Im Gespräch mit...Gudrun Sander](#) zum Thema Diversität und Geschlechterverteilung in den Unternehmen, in: Wir Kaufleute, 4-2023.

Winfried Ruigrok

«Die Rückforderung von Boni ist schwierig. Die für den Untergang der CS verantwortlichen Manager sollen zur Rechenschaft gezogen werden – wie stehen die Erfolgschancen?» Neue Zürcher Zeitung, p. 20, 23.3.2023.

[Generalversammlung der UBS nach CS-Übernahme](#). SRF Tagesschau Hauptausgabe, 5.4.2023. (ab 5:45')





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, Diversity Management and Corporate Governance courses at the undergraduate, postgraduate, executive and doctoral level.

FIM faculty offer courses at almost all degree levels at the University of St.Gallen, i.e. at the bachelor, master, MBA, and Executive MBA degree level. In addition, FIM faculty are very active in contributing to open and company programmes which may be organised either by FIM or the Executive School.

Since autumn 2020, FIM is responsible for running the International Management Profile Area within the Bachelor of Business Administration (BBA) programme. This allows BBA students to take a series of courses in the field of International Management and obtain a special certificate

with their Bachelor diploma. IMPA students can choose from a range of electives focusing on China, India, or Strategic Leadership issues in Multinational Corporations. In addition, IMPA students can follow either the Asia term (in Singapore, with the St.Gallen Institute of Management in Asia: SGI-HSG), or the Latam (Latin America) term (in São Paulo, with the St.Gallen Institute of Management in Latin America: GIMLA-HSG). During their Asia or Latam term, students can follow a business project which can serve as the capstone requirement for IMPA. Alternatively, students can produce a bachelor thesis on an International Management topic.

FIM faculty also play a dominant role in the Strategy and International Management (SIM) master programme: they teach the International Management core course as well as a key elective. Furthermore, FIM faculty contribute to the Bachelor of International Affairs (BIA) and Master of International Affairs (MIA) programmes.

FIM faculty support HSG students' international study trips in numerous ways, e.g. by running an intensive International Management module at the end of each Executive MBA cohort.

The growing team in the Competence Centre for Diversity and Inclusion actively contributes at the bachelor, master, and executive level by offering specialised courses in fields such as diversity management, inclusive leadership, and unconscious bias.

In 2023, FIM offered the following courses:

PRE-EXPERIENCE EDUCATION

BA COURSES AT HSG

Tomas Casas

Tomas Casas (Lecturer) & Alexander Tonn (TA): "Doing Business in China", 2023.

Georg Guttmann

European Corporate Governance, autumn semester 2023.

International Strategic Leadership, autumn semester 2023.



Roman Gutzwiller

Wirtschafts- und Steuerrecht (Übungen),
spring Semester 2023 (with Ivo
Baumgartner).

Winfried Ruigrok

International Management (with Tomas
Casas). Compulsory elective, International
Management Profile Area, Bachelor of
Business Administration (BBA) programme,
February-March 2023.

International Management (with Tomas
Casas). Compulsory elective, International
Management Profile Area, Bachelor of
Business Administration (BBA) programme,
September-October 2023.

Gudrun Sander

International Diversity Management - What
Works?, Bachelor degree course, autumn
semester 2023.

Gudrun Sander & Christian Pierce

Gesellschaft/Society: Increasing Racial and
Ethnic Equity in Switzerland, Bachelor degree
course, autumn semester 2023.



MA COURSES AT HSG

Andreas Binder, Roman Gutzwiller & Xena Welch Guerra

Mergers & Acquisitions. Master degree course, autumn semester 2023.

Andreas Binder & Roman Gutzwiller

Law in a nutshell. Introductory lecture in the master degree programme Strategy and International Management, University of St.Gallen, September 6, 2023

Tomas Casas

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

“China's Political Economy: Growth, opportunity and Sustainability”.

“Disruption and Innovation in International Business” (CEMS).

Jamie Gloor

“No funny business? Leadership soft skills for a digital, diverse, and dispersed age”, autumn semester 2023.

Roman Gutzwiller

Integrationsseminar (with Prof. Dr. Thomas Berndt, Prof. Dr. Valentin Jentsch and Prof. Dr. Raoul Stocker), spring semester 2023.

Ines Hartmann & Bianca van Dellen

Verantwortung/Responsibility: Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? Master degree course, spring semester 2023.

Winfried Ruigrok

International Management. Core course, Strategy and International Management (SIM) programme, September-December 2023.

International Business Strategy. Part of the thematic course “International Law and Business Strategy”, Master of International Affairs, November-December 2023.

Xiaoxu Zhang

MIA-International Law and Business Strategy (tutorials – exercise group 1 and 2) (external) Strategic Management (at FHNW Basel).



POST-EXPERIENCE EDUCATION

EXECUTIVE EDUCATION/MBA

Andreas Binder

Verantwortlichkeit von Verwaltungsräten und Geschäftsleitungsmitgliedern und Best Practice Empfehlungen. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, January 12/13, 2023.

Corporate Governance in a nutshell. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, January 24, 2023.

Gesellschaftsrecht. Lecture at Executive MBA, Executive Campus, University of St.Gallen, April 18, 2023.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Feusisberg, April 20, 2023.

Gesellschaftsformen und Corporate Governance. Lectures at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, May 8–12, 2023.

Corporate Governance. Lecture at Executive MBA, Executive Campus, University of St.Gallen, August 16, 2023.

Corporate Governance in a nutshell. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, October 2, 2023.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, November 7/8, 2023.

Tomas Casas

“International Management”, a module offered as an international learning experience in Israel at Tel Aviv University in collaboration with partner universities in China and Japan for the German-speaking EMBA, 2023.

“Doing Business in China” a course offered in collaboration with Tsinghua University’s School of Economics and Management (SEM) to the English-speaking IEMBA, 2023.

Jamie Gloor

Leading Digital and Culture Change (HSG CAS Digital Insurance Transformation) Male Allyship Training.

Roman Gutzwiller

Verantwortlichkeit von Verwaltungsräten und Geschäftsleitungsmitgliedern und Best Practice Empfehlungen. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, January 12/13, 2023.

Nationale und internationale rechtliche Rahmenbedingungen zur Nachhaltigkeit. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, January 24, 2023.

Gesellschaftsformen und Corporate Governance. Lectures at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, May 8–12, 2023.

Corporate Governance. Lecture at Executive MBA, Executive Campus, University of St.Gallen, August 16, 2023.

Nationale und internationale rechtliche Rahmenbedingungen zur Nachhaltigkeit. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, October 2, 2023.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Rüslikon, October 26, 2023.

Ines Hartmann & Theresa Goop

Module 3: DEI Topics: Age/Generations and Equal Pay in: «Successful through Diversity & Inclusion».

Ines Hartmann & Nicole Niedermann

Module 4: DEI Strategy and Goals in: «Successful through Diversity & Inclusion».

Bruno Heynen

ESG – Bericht von der Front. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, January 24, 2023.

Nora Keller & Christian Pierce

Module 2: Intersectionality with a special focus on LGBTQI+ and Race and Ethnicity in: «Successful through Diversity & Inclusion».

Module 5: Inclusive Leadership, Inclusive Culture, and Unconscious Bias in: «Successful through Diversity & Inclusion».

Nicole Niedermann & Gudrun Sander

Module 6: Ensuring a sustainable implementation in: «Successful through Diversity & Inclusion».

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Feusisberg, October 26, 2023.

Ines Hartmann & Theresa Goop

Module 3: DEI Topics: Age/Generations and Equal Pay in: «Successful through Diversity & Inclusion».

Ines Hartmann & Nicole Niedermann Module

4: DEI Strategy and Goals in: «Successful through Diversity & Inclusion».

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ESG – Bericht von der Front. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, January 24, 2023.

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Module 5: Inclusive Leadership, Inclusive Culture, and Unconscious Bias in: «Successful through Diversity & Inclusion».

Nicole Niedermann & Gudrun Sander

Module 6: Ensuring a sustainable implementation in: «Successful through Diversity & Inclusion».

Winfried Ruigrok & Anne-Sophie Bacouël

Julius Baer Young Partner Programme. Two-day training provided for children of Julius Baer UHNWI clients. Zigaretten Manufaktur, Zurich, 5th-7th July 2023.

Winfried Ruigrok

International Management. Three-and-a-half day core course, Part-Time Master of Business Administration, University of St.Gallen, 22nd-25th March 2023.

Corporate Governance. Three-and-a-half day elective course, Master of Business Administration, University of St.Gallen, 28th-31st March 2023.

Global Business. Three-day course (with Frank Schimmelfennig). Executive Master Of Business Administration (EMBA-X) programme, University of St.Gallen and ETH. Executive Campus, University of St.Gallen, 18th, 19th and 20th October 2023.

Managing Diverse Teams. One-day session, MBA programme, University of St.Gallen, 26th October 2023.

Corporate Governance. Five-day elective course, International Executive MBA programme, University of St.Gallen, 27th November-1st December 2023.

Building and Leading High-Performance Teams. One-day executive education module. Executive Master Of Business Administration (EMBA-X) programme, University of St.Gallen and ETH Zurich. Executive Campus, University of St.Gallen, 7th December 2023.

Gudrun Sander

Diversity an Hochschulen, Modul im Rahmen des "CAS Leadership und Governance an Hochschulen" der Universität Zürich, 22.4.2024.

Making Inclusion Work: A Personal Conversation with Two Industry Pioneers (Dame Inga Beale and Christina Keller) @ The 52nd St. Gallen Symposium 4.5.2023.

Managing up, down and across: MBA Elective: Women in Leadership Step Together, 5.5.2023.

Wie rational entscheiden wir wirklich? im Rahmen der HSG Academy, 10.5.2023.

Module 1: Why DE&I: Benefits, Facts, Concepts in: «Successfull through Diversity & Inclusion», 22.8.2023.

Diversity & Inclusion – eine Führungsaufgabe im EMBA 63, 21.11.2023.



Führung von heterogenen Teams,
Weiterbildung Universität Zürich,
23.11.2023.

Under the leadership of Gudrun Sander, the
CCDI has implemented two executive
education programs:

Successfull through Diversity & Inclusion
(conducted in English from 22 August 2023
to 3 October 2023) and

Aiming Higher – Karriereentwicklung für
Assistenzärztinnen (jointly with the
Executive School), 2. Durchführung 2023.

PRESENTATIONS, EXTERNAL LECTURES AND SEMINARS

Jamie Gloor

HSG New Assistant Professor Career Workshop (“Making the Leap” Panelist), Seealpsee. (August 23).

“Maybe baby?” and maternity bias at work. Swiss Summit on Leadership, Inclusion, & Diversity. (June 23).

The nexus between women’s leadership & sustainability (w/Corinne Post). World Economic Forum [Women’s Inclusion Network] (May 23).

#SheforShe: Women’s Allyship at Work. H.I.T. Women Professors Academic Leadership Program. (May 23).

The "How" and "Why" of Sustainable (wo)MENTorship. HSG Mentoring Program. (May 23).

Women in Leadership. Invited panelist for the feMTEC event at ETH Zurich. (April 23).

Swiss Female Leaders: Tackling the Net-Zero Challenge. Invited keynote for Boston Consulting Group & ADVANCE Women Switzerland. (April 23).

What insight? What impact? The critical role of rigor. Wirtschaftsinformatik.

Nachwuchstreffen WINT HSG. (Apr23)
Invited input, “Diversity – The strength of difference” for AMAG’s “Knowledge Moves People” sustainability report. (Spring 23).

Invited panelist for the “Women in Leadership” event, sponsored by feMTEC at

ETH Zurich. (April 23).

Why the future is...funny. (March 23)
TEDxZurich.

A rigorous vision for better insight and impact. “HSG 2030: What insight? What impact? And how do we get there?” Invited input for the HSG Impact Scholar Community. (March 23).



(Un)conscious bias. Invited Micro-Speech for the Fix the Leaky Pipeline Program. (Feb. 23)
The intricate relations of humor in intergroup situations. University of Geneva Psychology Colloque (April 23).

Bajet Mestre, E., & Gloor, J. L. (2023, August). He for her development: Can male allies facilitate women's leadership? Paper presented in the symposium, "Advancing gender equity and diversity in the workplace: The role of allyship and leadership," organized by Zhanna Lyubykh, at the Academy of Management Annual Meeting, Boston, USA.

Seong, M., Gloor, J. L., Shantz, A., & Sieger, P. (2023, August). Flirting, jokes, and compliments: How female leaders shape a key source of entrepreneurial well-being. Paper presented in the symposium, "Diversity in elite leadership: Global effects, new outcome variables, and deep dives into processes," organized by Alison Konrad, at the Academy of Management Annual Meeting, Boston, USA.

Gloor, J. L., Bajet Mestre, E., Seong, M., Engeler, I., & Brands, R. (2023, August). Sports networking: A non-traditional path for more gender diversity in leadership? Paper presented in the symposium, "Building diverse and inclusive social networks: New theories and empirical evidence," organized by Mihwa Seong and Jamie Gloor, at the Academy of Management Annual Meeting, Boston, USA.

Gloor, J. L. (2023, June). Konstanz D&I Climate Workshop (Invited Participant). Organized by Florian Kunze, Max Reinwald, Kilian Hampel, and A.K. Ward.

Gloor, J. L., Chiu, S., Walls, J., & Faktor, G. (2023, June). From egocentric to ecocentric (and vice versa)? Effects of CEO gender and narcissism on environmental performance. Paper accepted for presentation at the Alliance for Research on Corporate Sustainability (ARCS) Annual Conference in Washington, D.C., USA.

Gloor, J. L., Seong, M., Schmid, P., van Quaquebeke, N., & Hildebrand, C. (2023, May). Friend vs. fiend? A review of follower humor. Paper accepted for presentation at the Interdisciplinary Perspectives on Leadership Symposium, Greece.

Seong, M., Gloor, J. L., Shantz, A., & Sieger, P. (2023, May). Flirting, jokes, and compliments: How female leaders shape a key source of entrepreneurial well-being. Paper accepted for presentation at the Interdisciplinary Perspectives on Leadership Symposium, Greece.

Gloor, J. L., Braun, S., Hoobler, J., & Peus, C. (2023, May). Help when leaders need somebody? Positive follower behavioral reactions to leader work-family conflict. Paper accepted for presentation at the Interdisciplinary Perspectives on Leadership



Symposium, Greece.

Henningsen, L., Gloor, J. L., Reich, T., & van Laar, C. (2023, May). Experienced incivility at work: Effects of perceived belongingness and gender discrimination in female-dominated and male-dominated work teams. Paper submitted to the European Association of Work and Organizational Psychology, Katowice, Poland.

Gloor, J. L., Chui, S., Walls, J., & Faktor, G. (2023, March). From egocentric to ecocentric (and vice versa)? Effects of CEO gender and narcissism on environmental performance. Paper presented at the Quantitative Research in Sustainability Workshop at the University of St.Gallen.

Theresa Goop

“Am I risking my pension by working part-time?”, 7th St.Galler D&I week, (jointly with Eva Fasel, Dr. Tanja Kirn & Dr. Svenja Schmidt).

Roman Gutzwiller

St.Galler Tagung für den wissenschaftlichen Nachwuchs im Gesellschaftsrecht (together with Prof. Dr. Valentin Jentsch), Conference at the University of St.Gallen, September 7/8, 2023.

Fragen der Governance und massgebende Unabhängigkeitsregeln bei der Prüfung der Zwischenabschlüsse i.S.v. Art. 725b Abs. 2 OR. Lecture in the Seminar “Totalrevision der Richtlinien zur Unabhängigkeit (RzU) – was ist neu?”, EXPERTsuisse, Zürich, September 14, 2023.

Ines Hartmann

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, spring semester 2023.

Soziale Organisationen. Module for Höhere Fachschule agogis, fall semester 2023.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind, fall 2023.

Presentation of the Gender Intelligence Report, 7th St.Galler D&I week (jointly with Alkistis Petropaki).

"Mit Diversity & Inclusion den gesamten Talentpool nutzen", Arbeitgeberanlass RAV Thalwil, 24.10.2023.

Diversity & Inclusion: Schlüssel für Spitäler in Zeiten des Fachkräftemangels, H+ Kongress, 9.11.2023.

Swiss Diversity Leaders Club, webinar "Leaders @ Lunch", 2.11.2023.

Inhouse Presentations, Workshops and Online Sessions with customers of the CCDI.

Ines Hartmann & Nicole Niedermann.

«Flexibilität als Erfolgsfaktor: Wie die Bankbranche ihre Attraktivität steigern kann.», webinar in cooperation with Arbeitgeber Banken, 8.11.2023.

«Diversity Works» Das St.Gallen Diversity Benchmarking wird digital, webinar in cooperation with Arbeitgeber Banken, 22.11.2023.

Several webinars on “Diversity Works” - The new DE&I platform of CCDI.

Nora Keller

«Vaterschaft und Karriere vereinen – (wie) geht das?», Gisler-Gipfel, 23.3.2023.

Nicole Niedermann

“Diversity, Inclusion and Belonging – from Commitment to Action”, Panel at the 6th Wellbeing at Work Summit Europe, 25.5.2023 (jointly with Simone Siegenthaler, Johannes Smits and Allyson Zimmermann).

Workshop Jobsharing & Topsharing, St.Galler D&I week, 11.9.2023 (together with Stephanie Briner and Karin Ricklin-Etter).

Inhouse Presentations, Workshops and Online Sessions with customers.

Christian Pierce

Guest speaker at EY CH Mosaic Community: Reflecting on the journEY: A Black History month a celebration for all, 02.2023.

DE&I Series 2023:

Tokenism - People are more than Tokens, LinkedIn, 25.10.2023.

Saviorism - Switching to Selfless Service, LinkedIn, 15.11.2023.

Colorism, LinkedIn, 6.12.2023.

Panel at Lean In Switzerland, "Women in Business: 4 myths & how skills shortage can help us to reach gender equality,", 12.12.2023.

Inhouse Presentations and Mentoring Programs with customers.

Winfried Ruigrok

Tang, C., Georgakakis, D., & Ruigrok, W. Growing the Business in the Regions: TMT Member’s Regional Responsibility and Regional Performance. European Institute for Advanced Studies in Management (EIASM) workshop on Top Management Teams, Leeds, UK.

Tang, C., Georgakakis, D., & Ruigrok, W. Being From Abroad: CEO Foreignness and MNE Regional Strategic Focus. European Institute for Advanced Studies in Management (EIASM) workshop on Top Management Teams, Leeds, UK.

Tang, C., Georgakakis, D., & Ruigrok, W. Being From Abroad: CEO Foreignness and MNE Regional Strategic Focus. Academy of International Business, Warsaw, Poland.

Tang, C., Georgakakis, D., & Ruigrok, W. Growing the Business in the Regions: TMT Member’s Regional Responsibility and Regional Performance. Academy of International Business, Warsaw, Poland.

Tang, C., Georgakakis, D., & Ruigrok, W. Growing the Business in the Regions: TMT Member’s Regional Responsibility and Regional Performance. Academy of Management, Boston, USA.

Introduction and moderation. St.Gallen Virtual Board Roundtable “Chair Perspectives on 2023”. Executive School. Delivered via Zoom, 14th January 2023.

What if rankings embraced more relevant stakeholders and dimensions? Workshop (run together with Andrew Jack and Leo Cremonesi of the Financial Times). European Foundation for Management Development (EFMD) Annual Conference for Deans and Directors General, Madrid, Spain, 31st January 2023.

Fish start to rot from the head: The monitoring role of the board. Executive education session delivered to the BI (Norway) course “Governance - Risk - Compliance/Control & Internal Audit in Switzerland 2023”. Radisson Blu, St.Gallen, 1st March 2023.

Diversity & Inclusion. Celebrating International Women’s Day. Axpo Head Office, Baden, 8th March 2023.

Fit for Exec Ed: Follow-up. Online follow-up session to the University of St.Gallen course "Fit for Exec Ed" (with Claudio Feser), 21st April 2023.

Role of the Board of Directors in Mergers & Acquisitions. Half-day executive session, Kompaktseminar Mergers & Acquisitions, Executive Campus, University of St.Gallen, 9th May 2023.

Introduction and moderation. Three-day St.Gallen Board Retreat, Executive Campus, University of St.Gallen, 16th-18th June 2023. International Management. One-day executive education module, Certificate of Advanced Studies Leadership Development Programme (LDP-HSG), Executive Campus, University of St.Gallen, 21st June 2023.

Welcome, NEXT Summit, Executive School, The Square, 26th June 2023.

Ways of Teaching & Sharing Knowledge, NEXT Summit, Executive School, The Square, 27th June 2023.

Young Partner Programme. Training provided to Julius Baer UHNWI clients. Cigarettenfabrik, Zurich, 5th-6th July 2023. AMEGGA organisation. One-day session at AMEGGA, Zug, 18th July 2023.

Board and TMT Diversity: A Paper Development Workshop. Panel member and reviewer, Academy of Management, Boston, USA, 5th August 2023.

Growing the Business in the Regions: TMT Member's Regional Responsibility and Regional Performance. Research Presentation (with Che TANG and Dimitrios GEORGAKAKIS), Academy of Management, Boston, USA, 8th August 2023.

Introduction and moderation of full day session "Fit for Exec Ed", with Claudio Feser.

Executive Campus, University of St.Gallen, 14th September 2023.

Ranking Workshop. Delivered at the Senatsklausur/Senate Retreat (with Kurt Grabher), Rapperswil, 23rd September 2023. Dean's Welcome to University of St.Gallen – Delegation from Tsinghua University (Beijing, China). Keynote lecture delivered at Executive Campus, University of St.Gallen, 25th September 2023.

MBA Community Festival Workshop (together with Amanda Shantz), The Square, University of St.Gallen, 30th September 2023. Welcome Address and Introduction. 2023 Executive Development Conference, run by the European Foundation for Management Development (EFMD) at The Square, University of St.Gallen, 4th October 2023.

De-globalisation: the new normal? British-Swiss Chamber of Commerce. Swiss Re Head Office, Mythenquai, Zurich, 25th October 2023.

Introduction and Kick-Off. Two-and-a-half hour online session, "Leading High-Performance Teams", Executive School, Executive Campus, University of St.Gallen, 26th October 2023.

Introduction to Teams. Half-day executive education session, "Leading High-Performance Teams", Executive School, Executive Campus, University of St.Gallen, 21st November 2023.

Strategy and International Management. One-day executive education module. Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Executive School, University of St.Gallen, 24th November 2023.

Transfer session. Half-day executive education session, Certificate of Advanced Studies programme Women Back to Business

(WBB-HSG), Executive School, University of St.Gallen, 5th December 2023.

Introduction and moderation of full day session "Fit for Exec Ed" (with Claudio Feser). Executive Campus, University of St.Gallen, 8th December 2023.

Gudrun Sander

ZFH Mentoring fff Führung und Genderperspektiven in der Führung, 11.5. und 9.6.2023

Warum sind Unconscious Biases an Hochschulen ein wichtiges Thema? ETH Zürich, 9.5.2023

University of Basel: How Unconscious Biases impact our decisions in Search Committees, 21.9.2023.

Unconscious Bias Workshop at the NCCR Automation Symposium, 27.9.2023

Achtung bei Unconscious Biases gegenüber Generationen!, Keynote at the HSG Community Festival, 30.9.2023

Input zum Thema Selbstführung, Stakeholder Management und Kommunikation beim VSAO Zürich Karriereseminar, 7.10.2023

30 Jahre Diversity & Inclusion in der Schweiz: Wo stehen wir?, Perikom-Tagung, 2.11.2023

Workshop "Getting More Leaderships Skills", PSI, feM-LEAD-Programm, 28.11.2023.

Inhouse Presentations and Workshops with customers of the CCDI.

Raphael Summermatter

„Wie steht es um die Lohngleichheit in der Schweiz?“, webinar in cooperation with Swiss Diversity, 5.10.2023.

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Awards,
services and
memberships

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Governance

AWARDS, SERVICES AND MEMBERSHIPS

HONOURS AND AWARDS

Jamie Gloor

One of the “50 faces of GDO” for the Diversity, Equity, & Inclusion (DEI) Division 2023.

Ian Beardwell Prize (Highly Commended) 2023
Market Research Society: Best Data Collection: Quantitative Award 2023.

Winfried Ruigrok

Nominated, Best Paper—International Management Division:
International Corporate Governance Award, Academy of Management,
Boston, U.S.A.

Gudrun Sander

Top 100 of Women in Business in Switzerland.

Nico Schaefer

Best Student Paper (OB Division) ASAC Conference 23.



THESIS SUPERVISION

BACHELOR THESES SUPERVISION

Jamie Gloor

Gwendolyn Ghittini: "How women leaders with (vs. without) Swiss military experience are viewed at work".

Laura Toffoli: "Addressing the 'Maybe Baby' bias - Swiss early-career women's strategies during the hiring process".

Laura Henggeler: "Leading culturally diverse teams through a mindful, intercultural approach".

Fiona Leuzinger: "Nudging to promote gender equality at work: Analyzing professional service firms in Switzerland".

Georg Guttmann

Elisa Zerillo: "The impact of non-executive directors with IT expertise on firm performance".

Gudrun Sander

Anna Mösli: Generations-übergreifender Wissenstransfer in der Industriebranche.

Benjamin Jöhl: Neurodiversität am Arbeitsplatz. Best Practices für die Integration und Förderung von neurodivergenten Menschen.

Winfried Ruigrok

Alice Gallo: Unpacking the link between Top Management Team Gender Diversity and Gender Pay Gap: An Empirical Study on the Moderating Role of Board Composition in Germany and the United Kingdom.

Noah Imwinkelried: The impact of CEO power on firm innovation – A cross-industry analysis.

Nadja Oswald: The Role of the CEO in the Relation Between Firm Internationalisation and Environmental Performance.

Samuel Angst: The link between

regionalization and firm performance: An empirical analysis of the performance effects of intra- and inter-regional internationalization.

MASTER THESES SUPERVISION

Jamie Gloor

Emily Ming: "Leading employees in job and top sharing: An empirical analysis of what it takes to lead sharing in tandems".

Roman Gutzwiller

Burkhardt, Catarina Elisabeth: "Die Rückerstattungsklage nach Art. 678 OR im neuen Aktienrecht" (co-supervision).

Koopmann, Philipp: "Die Begrenzung der 'Dauer der Verträge' (Art. 735b OR) als Umgehungsschutz verbotener Abgangsentschädigungen – Einordnung, Spannungsfelder und empirische Analyse" (co-supervision).

Ines Hartmann

Birkenmaier, Stefan: Innovative Konzepte der ICT-Nachwuchsförderung - Eine Wirkungsanalyse von ICT-Scouts/Campus. Advisor with Prof. Dr. Sabine Seufert.

Winfried Ruigrok

Filippo Guerrera: How does the subsidiary power affect the knowledge transfer within a multinational company? Using the example of the technology sector in Switzerland.

Raffael Harnischberg: The Influence of CEO Narcissism on Firm Performance Extremeness.

Nadja Fischer: Top Management Team Internationalization and Firm Performance - The Moderating Role of the Board of Directors.

Boye Christiansen: Market Entry Strategy. Expansion to Saudi Arabia for SFF Group. Final thesis, Part-Time MBA programme.

Armin Necker EMBA: Success Factors in the Supervisory Board. An Analysis Using the Example of Schaeffler AG. Final thesis, International Executive MBA programme.

Gudrun Sander

Alina Jechiu: The impact of the Pay Transparency Act on gender pay equality in private companies headquartered in Germany (Co-Supervisor: Dr. Ines Hartmann).

Joelle Ochsner: Inwiefern unterscheiden sich die Bedürfnisse der Generationen in der Schweiz in Bezug auf die Vereinbarkeit von Beruf und anderen Lebenssphären? Ein generationen-übergreifender Vergleich (Co-Supervisor: Dr. Ines Hartmann).

Nicole Meier: Leading and Managing Teams with Mixed Forms of Work (Co-Supervisor: Dr. Nora Keller).

Laurora Shoshi: Impact of Organizational Inclusion: A Benchmark Study on Corporate Strategy and DEI Practices (Co-Supervisor: Dr. Nora Keller).

Aline Vukotic: Wiedereinsteigerinnen im Schweizer Arbeitsmarkt - Analyse der Profile und Bedürfnisse, sowie der finanziellen Relevanz von Wiedereinsteigerinnen für Unternehmen und die Volkswirtschaft (Co-Supervisor: Dr. Ines Hartmann).

Lorenzo Weber: Diversität als Strategie - Handlungsempfehlungen zur erfolgreichen Strategieumsetzung in komplexen Organisationen (Co-Supervisor: Dr. Nora Keller).

MBA PROJECT SUPERVISION

Gudrun Sander

Zimucha Nyasha: Comparative Analysis of DEI Regulatory Standards in the Banking Industry (USA and CH).

DOCTORAL DISSERTATION SUPERVISION

Winfried Ruigrok

Che TANG: Regional Strategy of Multinational Enterprises.

MEMBERSHIPS AND SERVICES TO HSG COMMUNITY

Jamie Gloor

HSG Positive Impact Collaboration Research Co-Chair.

Research Event for HSG Global Centre for Entrepreneurship & Innovation (GCEI) Host/Organizer with Charlotta Siren.

Research Seminar for PLAID Lab Host/Organizer for YeJin Park (NYU Stern).

SOM Research Seminar at HSG Host/Organizer for Ellen Kossek (Purdue).

Research Seminar for PLAID Lab at HSG Host/Organizer for Florence Villesseche (CBS).

SOM Research Seminar at HSG Host/Organizer for Sam Yam (NUS).

EQUIS (Re)accreditation at HSG Junior Faculty Representative.

HSG Hiring Committee Member Mittlebau Representative.

Georg Guttmann

Member, HSG Hiring Committee for Assistant Professorship in Strategic and International Management.

Academic Advisor, Global Essay Competition. St.Gallen Symposium.

Christian Pierce

Advisory Board, HSG Africa Association.

Gudrun Sander

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

Co-Organizer of the 7th Diversity & Inclusion Week at the University of St. Gallen, September 12-16th, 2023. (<https://inclusion-tagung.ch>)

Member, Institutsleiterkonferenz.

Member, HSG Alumni Association.

Member, HSG Mentoring Programme.

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, (ex officio), Preparation Task Force of new Senate Executive Education Committee (Weiterbildungskommission des Senats, WBS).

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.

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

Member, Internationalisation Committee, University of St.Gallen.

Member, Institutsleiterkonferenz.

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (ex officio), HSG Alumni Board.

Academic Director, St.Gallen Board Retreat.

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.

Jamie Gloor

ONE-SIM Academy of Management Outreach Award Pre-Selection Committee Member.

Academy of Management, Elected Representative-at-Large Diversity, Equity, & Inclusion (DEI) Division.

Member, Academy of Management.

Expert Member, Adecco Working Group for Social Innovation.

Digital Society Initiative.

Psychology of Technology Institute Network.

Organizer and Host, Women in Leadership Lives (WILL) Conference in St.Gallen (with the CCDI PLAID lab).

Organizer and Host, Social Sustainability Impact Incubator (with the HSG Impact Scholar Community).

Organizer and Host, 3-Minute Thesis Competition (with HSG PMA).

Swiss Summit on Leadership, Inclusion, Diversity, & Equity (SLIDE) Co-Organizer with Lauren Howe (U. Zurich) & Clara Kulich (U. Geneva).

Bruno Heynen

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

PROFESSIONAL SERVICES AND REVIEWS

Organizer, Virtual Writing Workshops.

Representative, HSG Mittlebau.

Bruno Heynen

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

Gudrun Sander

Member, Academy of Management.

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.
Expert at the Scientific Advisory Board of „Silberfuchs“ – Generationenmanagement.

Representative of Switzerland at the Empower G20 Group.

Winfried Ruigrok

Jury Member, Switzerland Global Enterprise, Export Award.

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

Jamie Gloor

Ad-Hoc Reviewer, Academy of Management Discoveries.

Ad-Hoc Reviewer, Academy of Management Journal.

Ad-Hoc Reviewer, Academy of Management Review.

Ad-Hoc Reviewer, Journal of Applied Psychology.

Ad-Hoc Reviewer, Journal of Business Ethics.

Ad-Hoc Reviewer, Journal of Management.

Ad-Hoc Reviewer, Journal of Management Studies.

Ad-Hoc Reviewer, Nature Human Behaviour.

Ad-Hoc Reviewer, Organization Behavior and Human Decision Processes.

Ad-Hoc Reviewer, Organization Science.

Ad-Hoc Reviewer, Proceedings of the National Academy of Sciences Nexus
6 reviews for the Academy of Management Annual 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.

Panel member, Interim Post-Experience Programme Assessment, Rotterdam School of Management, Erasmus University Rotterdam (Netherlands).

Online visit, thesis review, and interim report produced as part of the Accreditation Organisation of the Netherlands and Flanders (NVAO) 5-year accreditation cycle, November 2021.

Chair, name-change panel, Rotterdam School of Management, Erasmus University Rotterdam (Netherlands).
Online visit, and interim report produced for the Accreditation Organisation of the Netherlands and Flanders (NVAO), November.

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.

Nico Schaefer

Reviewed for several international scholarly conferences (e.g., ASAC, INGRoup, BAM).

GOVERNANCE

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

LEADERSHIP TEAM



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



Prof. Dr. Gudrun Sander
Co-Director Research Institute for International Management/
Co-Director Competence Centre for Diversity & Inclusion



Prof. Dr. Andreas Binder
Director Corporate Governance Competence Centre



Dr. Ines Hartmann
Co-Director Competence Centre for Diversity & Inclusion



Dr. Tomas Casas I Klett
Director China Competence Centre



Prof. Dr. Roger Moser
Director India Competence Centre



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

SUPERVISORY BOARD



Prof. Dr. Andreas Herrmann

President of FIM-HSG Supervisory Board



Prof. Dr. Peter Leibfried

Member of FIM-HSG Supervisory Board & Academic Director MBA



Prof. Dr. Simon Evenett

Member of FIM-HSG Supervisory Board & Academic Director MBA



Prof. Dr. Simon Peck



Simona Scarpaleggia

TEAM



Anne-Sophie Bacouël, M.Sc.
Research Assistant and Doctoral Candidate CCTT



Eugènia Bajet Mestre, M.Sc.
Research Assistant and Doctoral Candidate CCDI



Meenu Bhargava, M.Sc.
Senior IT Project Manager CCDI



Dr. Tarun Bose
Postdoctoral Research Assistant



Amèlia Carré-Llopis
Student Research Assistant CCDI



Kalliopi Chante
Team Assistant and Operations Manager CCDI



Jonathan Chassot, M.A.
Head of IT Projects CCDI



Isabelle Chemelli
Head of Administration, HR & Finance



Jérémie Fleury
Project Manager CCDI



Nora Gavazaj Susuri
Senior Operation Manager CCDI



Theresa Goop, M.Sc. M.A.
Member of the CCDI Management Team & Senior Project manager Partner



Aída Teresa Germann
Senior Marketing Manager CCDI



Prof. Dr. Jamie Gloor
Assistant Professor CCDI



Prof. Dr. Georg Guttman
Assistant Professor of International Corporate Governance



Mag. Sylvia Hodek
Senior Project Manager CCDI



Dr. Nora Keller
Senior Researcher CCDI



Tamara Kern
Research Assistant CCDI



Wei Lin
Research Assistant and Doctoral candidate



Nina Locher, M.A.
Project Manager CCDI



Brice Mbigna Mbakop
Student Research Assistant CCDI

TEAM



Elia Müller

Student Research Assistant
CCC



Nicole Niedermann,
M.Sc.

Member of the CCDI
Management Team & Senior
Project Manager



Dr. Huong Pham

Postdoctoral Research
Assistant CCDI



Christian Pierce, M.Sc.

Senior Researcher and
Doctoral Candidate CCDI



Alexandra Rapeaud

Project Manager CCDI



Massimo Rahmim

Student Research Assistant
CCC



Florian Sander

Student Research Assistant
CCDI



Nico Schäfer

Research Assistant and
Doctoral Candidate CCTT



Dr. Mihwa Seong

Postdoctoral Research
Assistant CCDI



Raphael Summermatter,
M.A.

Project Manager CCDI



Alexander Tonn

Research Assistant and
Doctoral candidate CCC



Xiaoxu Zhang

Research Assistant and
Doctoral candidate

EXTERNAL RESEARCH PARTNERS



Prof. Dr. Dimitrios
Georgakakis

Research Partner



Prof. Dr.
Valentin Jentsch

Research Partner



Dr. Peder Greve

Research Partner



Dr. Roman Gutzwiller

Research Partner



Dr. Philipp Müller

Research Partner



Dr. Gopalakrishnan
Narayanamurthy

Research Partner



Prof. Dr. Simon Peck

Research Partner, FIM-HSG
Supervisory Board

Accreditations



University of St.Gallen (HSG)
Research Institute for International
Management (FIM-HSG),
Dufourstrasse 40a CH-9000
St.Gallen
+41 (0)71 224 24 48
fimhsg@unisg.ch
fim.unisg.ch

From insight
to impact.