

Research Institute for
International Management



University of St.Gallen



*"From insight
to impact"* 

Annual Report 2016

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Preface by Prof. Winfried Ruigrok

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Preface

Dear Reader

We are happy to present the annual report for the year 2016 of the Research Institute for International Management (FIM-HSG).

In 2016 FIM staff has produced more output than ever before. More leading refereed journal papers, scholarly and practitioner papers and chapters were published than in any previous year; more courses were taught at the HSG; more bachelor, master and doctoral theses were finished; more executive education and external presentations were delivered; and FIM staff were more present in domestic and international media than ever before.

Some of this year's highlights include:

- FIM staff published three papers in leading refereed journals: Journal of World Business (Impact Factor 2.8), Technological Forecasting and Social Change (Impact Factor 2.0), and International Journal of Human Resource Management (Impact Factor 1.26);
- FIM faculty were shortlisted or received two awards. Two staff members were shortlisted as a finalist for the Louis Pondy Best Paper Award (Organization and Management Theory Division, Academy of Management);
- The portfolio of Asia related activities was extended with the creation of a Sino-Swiss Competence Centre which will cooperate with its Chinese partner UIBE (Beijing);

2016 was also a good year in financial terms for FIM.

Thank you for your interest in FIM-HSG and for your support in the future!

A handwritten signature in black ink, reading "W. M. Ruigrok". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Prof. Dr. Winfried Ruigrok
Director FIM-HSG

ASIA Activities

Of the past years the range of Asia related activities and (competence) centres has increased steadily at FIM-HSG.



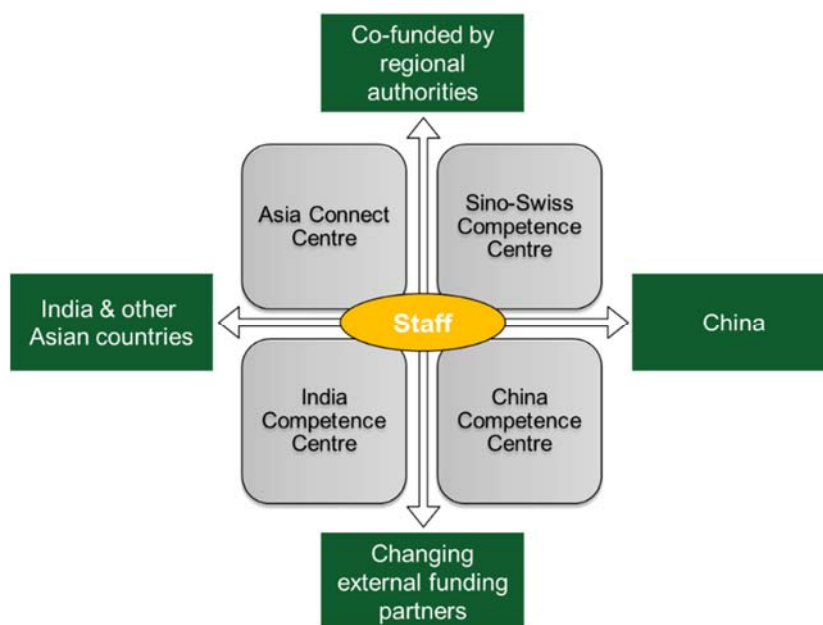
Research Approach

The research activities related to Asia occur in three competence centres at FIM and the university-wide Asia Connect Centre that is hosted at FIM.

The China Competence and the India Competence Centre have a narrow country focus. The Sino-Swiss Competence Centre's focus is on the Sino-Swiss bilateral relationship, while the Asia Connect Centre takes a broader perspective covering Asia. All four competence centres cooperate on specific projects and hence complement each other. At the same time there are different sources of funding.

It is important to emphasize that all research has both an academic and practical component, the latter being reflected in the origin of funds, which includes the regional authorities who deem FIM Asia-themed research to be of relevance for the internationalisation of the region.

The following graph shows our logic and the orientation of our four Asia units:



ASIA CONNECT Centre-HSG (ACC-HSG)

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



Mission Statement

In 2016, the ASIA CONNECT Center-HSG continued its work focusing on the provision of "Contextual Intelligence" and "Business Ecosystem Development" for companies from St.GallenBodenseeArea in Asia as well as companies from Asia in Europe. In this context, the ASIA CONNECT Center-HSG succeeded in securing a follow-up project from a Chinese customer in order to further develop its market entry Europe strategy. The focus of this project lies on the provision of contextual intelligence on the Turkish railway market as well as the establishment of local networks and subsequently the development of recommendations on how to optimally enter the Turkish market from China.

Similarly, the ASIA CONNECT Center-HSG supported the Singapore-Sichuan High-Tech Innovation Park in promoting its park as ideal market entry location for Western China. For this purpose, its supported two workshops in Switzerland and one workshop in Germany through the provision of a methodology that allowed the participating companies to turn insights about future markets developments in Western China into consequences for their China investment strategies.

Dr. Moser also continued to develop a new concept called "Decision Intelligence" that supports European and Asian senior executives alike when making market entry or expansion decisions. The concept was well received especially in India and 2017 might be the year that respective IT platform will be ready.

Dr. Moser has also applied this new Division.

Highlights

In 2016, the ASIA CONNECT Center-HSG has been able to further consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) activities. Especially the operations in India developed positively and 2017 is likely to be a year with companies from India investing in St.GallenBodensee-Area.

Moreover, Dr. Moser, Director of the ASIA CONNECT Center-HSG was among the guests of honor during the 20th Anniversary celebrations for the Nobel Peace Prize Announcement (in 1996) for the two Sons of Timor-Leste (Dr. José Ramos-Horta & Bishop Bello).

Activities and Projects

During the first 5 years of its existence the ASIA CONNECT Center-HSG has supported close to 90 companies in more than 200 coaching sessions and has conducted a dozen of smaller applied research projects on industry and process intelligence in Asia for the benefit of companies from the St.Gallen-BodenseeArea. In particular, the ACC-HSG has collaborated with SMEs such as Büchi Labortechnik AG, FLAWA AG, Semtech International AG, Avia Osterwalder AG, WeConnex Locher Brauerei AG, Wyon AG, or Nägeli AG among others and has intensified its collaboration with different market expansion service providers located in the St.GallenBodenseeArea As part of its activities on a national level, Dr. Moser has been speaking and/or moderating during different events and supported the ASIA Club at the University of St.Gallen (Students) to organize several informal meetings between students, local executives & market expansion service providers to identify common interests and potential synergies.

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

Outlook on 2017

In 2017, the ASIA CONNECT Center-HSG will continue its activities and try to further support companies from the St.Gallen-BodenseeArea with specialized services and insights when it comes to business development in Asia. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Center and the India Competence Center respectively.

India Competence Centre (ICC)

The India Competence Centre at the University of St.Gallen advances the understanding of doing business in India and with Indian companies in a global context through academic research and teaching. Its primary research focus lies on the development of access-based business models for infrastructure solutions.



The India Competence Centre has a strong research and teaching focus on the development of access-based infrastructure solutions in semi-urban and rural India. It closely collaborates with the Indian Institutes of Management in Udaipur and Bangalore.

Mission Statement

The India Competence Center focuses on the advancement of research and teaching activities on innovative infrastructure solutions (focus on access-based business models) in rural and semi-urban India. Specifically, Dr. Moser and his colleagues from TU Dortmund and IIM Kozhikode as well as IIM Bangalore dedicate their work on solutions in affordable healthcare & water access as well as mobility solutions to bridge the last-mile in rural India. Moreover, the India Competence Center develops differentiated doing business in India frameworks (investment mindset, intercultural mindset including communication, management, process design, infrastructure mindset and social capital) and supervises numerous bachelor and master theses to put even more flesh on the bones.

Highlights

For the last four years, Dr. Moser has served as the only Adjunct Professor of Strategic & International Management at the renowned Indian Institute of Management in Udaipur (www.iimu.ac.in) and he is likely to continue in 2017. Moreover, the India Competence Center and the Indian Embassy in Switzerland have started a strategic collaboration in order to jointly support Swiss SMEs in their doing business in India efforts.

In addition, Jivana Vitality Pvt.Ltd. – a HSG start-up - in collaboration with the India Competence Center of the University of St.Gallen and the Indian Institute of Management in Udaipur received the Swiss Ambassador Award for the best Indo-Swiss university collaboration.

Activities and Projects

The India Competence Center has offered two “doing business in India” courses at the BSc level. The spring course on “classic” doing business in India challenges including market entry and business (model) development is jointly organized with Prof. Shainesh G from IIM Bangalore. The autumn course focuses on the development of innovative infrastructure solutions for the provision of clean drinking water. Different to prior years, the case company is now Jivana Vitality Pvt. Ltd., a real Indian company founded by three HSG students in Udaipur in 2014. Moreover, Dr. Moser jointly with Devinder Singh from PwC Switzerland offered a one-day program on “negotiation tactics in the Indian-European context” for the Global Negotiator Program at HSG. Dr. Moser also delivered a ½ day “Doing Business in India” introduction to the Global Account Management program at FIM-HSG in Singapore.

Dr. Moser has also supervised several bachelor and master theses focusing on different aspects of doing business in India.

Outlook on 2017

In 2017, the India Competence Center will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. Specifically, Dr. Moser and Dr. Roller from the School for Humanities and Social Science at the University of St.Gallen will offer a first “Doing Business in India” program for HSG bachelor students in Udaipur, India.

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

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



China Competence Centre (CCC)

The China Competence Centre's three pillars are research, teaching and practice. In fulfilling its mission CCC contributes to the Sino-Swiss relationship, becoming a bridge of productive exchange and friendship between Europe and China.



The China Competence Centre academic mandate works within the framework of the excellent state of the Sino-Swiss bilateral relationship.

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.

Highlights

One of the key initiative of 2016 was the planning of the Sino-Swiss Competence Center (SSCC).

SSCC complements CCC in a distinct and differentiated way since SSCC's focus is the research of the Sino-Swiss economic and business relationship. More specifically:

What is SSCC?

SSCC shall be a bilateral academic platform with a mandate to support the development of the academic, business and economic relationship between the two countries.

SSCC will enable direct interaction between Swiss and Chinese business representatives and between business representatives and policy makers.

SSCC will first analyze the China-Switzerland Free Trade Agreement (FTA) and then tackle subjects such as China's overseas investment in Europe including Switzerland, financing and innovation in future years.

Who is SSCC?

SSCC in Switzerland will be run as SSCC-St.Gallen, a self-governing entity within Research Institute for International Management (FIM) at the University of St. Gallen; SSCC will have a counterpart in China in the form of a top Chinese institution of higher learning.

How will SSCC be run?

SSCC has a platform approach and is open to other partner institutions in Switzerland and in China willing to contribute to the development of the Sino-Swiss academic, business and economic relationship.

Outlook 2017

For 2017 CCC will continue to develop its China research and teaching capabilities, as well as deepen collaboration with Chinese partner intuitions and firms. One of the most important projects is research on the Sino-Swiss FTA. This research will combine a survey of Swiss and Chinese firms conducting trade and investment in each other's economies, economic analysis of trade flows and recommendations for policy-makers.

There is also the plan to study Chinese ODI (overseas direct investment) in Europe given its increasing importance in the local economies. Various angles will be considered and the aim is to contribute to the research question about whether Chinese internalization models follow the patterns of traditional models of internalisation seen at Western companies, as well as to assess to what extend Chinese globalization strategies are unique.

Another academic project which is expected to have relevance for practice, and is carried out in collaboration with partner universities, focuses on understanding Chinese top teams in terms of their unique processes and performance.



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

Competence Centre for Top Teams (CCTT)

The Competence Centre for Top Team at the University of St.Gallen advances the understanding of top team performance, process and composition in a variety of contexts, via its unique St.Gallen Top Team (SGTT) model. We are conducting research and developing the top team SGTT model to create high-performing teams in various diverse contexts, ranging from boards, to Top Management Teams (TMTs) or start-ups. Whether, Germany, Switzerland or China, our SGTT model enables top team performance.



SGTT has become a model that has proven its mettle by leading to top performance in challenging team coursework, at start-up and at top management teams.

Mission Statement

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

CCTT is bound together by a strong two-way link between the pillars of Academia and of Practice. Hence emerging innovative practices will be identified, codified, placed in relevant frameworks and tested. This research is carried out in close cooperation with actual Top Teams; the uncovered emerging and innovative practices are then deployed for the benefit of Top Team performance. CCTT's new good practices will be published in practitioner papers aiming at audiences engaged in business. We also work directly with the business world in the context of top teams in entrepreneurship, management and boards. In parallel our executive education platform will diffuse this cutting-edge knowledge on top teams in a series hands-on, performance oriented practice and programs, centered on real Top Team challenges.

Highlights

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

What did CCTT work on in 2016? The main objective was to finalize the framework for the St Gallen Top Team (SGTT)? The SGTT model enables firms to create and operate teams that excel at achieving their objectives. SGTT is co-developed by the University of St.Gallen and selected business partners. Combining lessons learned from business and academia, SGTT offers:

1. An original and comprehensive framework for monitoring existing teams, plus tools to improve team leadership and processes;

2. A novel and proprietary notion of “We Consciousness”, which is able to measure team spirit, both its affective and its cognitive components which are conceptualized as team feeling and team thinking.



3. A unique open platform allowing for the seamless integration of best practices and successful tools and interventions.

Activities and Projects

The SGTT framework has been further refined and new teaching materials were developed (pictured below). It is now developing various scan and tools that on the basis of research insights and empirical data will lead to effective We Behavior. Managing team composition, both surface and deep, or team processes, such as team conflict, can lead to optimal team outcomes. That is, both in terms of performance understood as proximate outcomes (increasing the We Consciousness) and meeting the ultimate business objectives of the team.

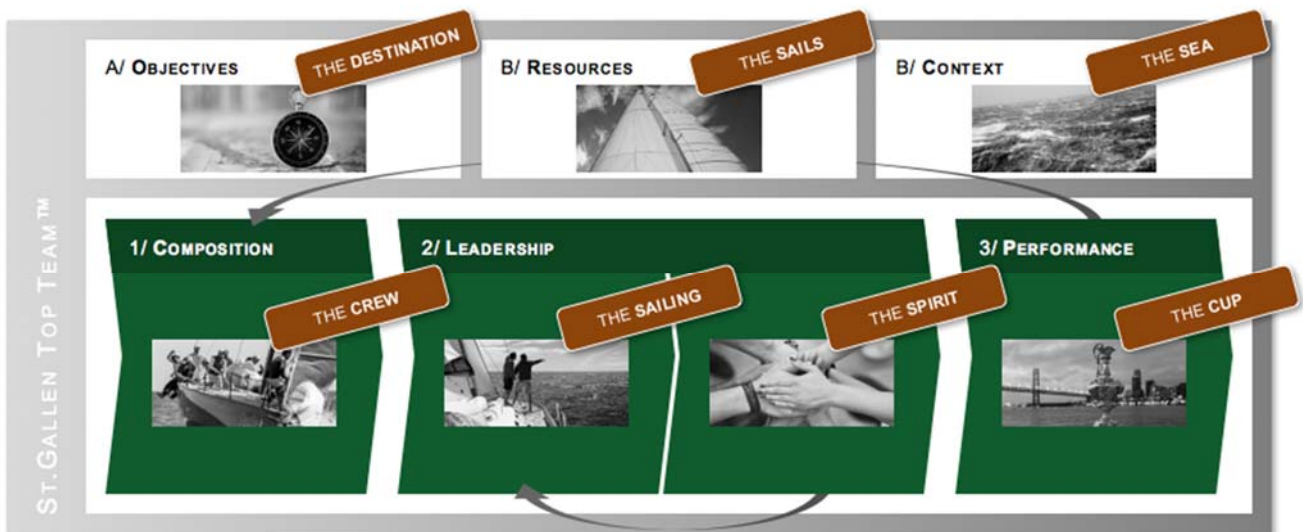
CCTT has continued to implement SGTT in the classroom. During courses in China at Fudan University and Jiaotong University or for the 2016 SIM Entrepreneurship course students working in teams leveraged SGTT to increase awareness and performance to significant learning effect.

At the same time SGTT has commenced to discuss collaboration with firms with the aim to implement SGTT at their top teams, and then roll out the model across their organizations.

To fully develop the model for praxis CCTT has also started the design of partnership programmes with services firms able to implement SGTT and provide training, as well as with partners whose intellectual property would be win-win leveraged by SGTT’s comprehensive and open platform approach.

Outlook on 2017

In 2017, CCTT will continue its SGTT model development activities focusing on different team processes and how these can positively impact team praxis. The We Consciousness scan will be further developed with its affective and cognitive parts. A special focus will be on the latter. The surface level team composition module leveraging various archetypes incorporating insights from diversity research will be launched. During 2017 it is expected that SGTT’s impact on praxis will further increase.



Competence Centre for Global Account Management (CGAM)

CGAM's mission is to shape the future of global business. As the leading platform for Global Account Management, we help companies around the globe to be more successful through collaborative customer-supplier relationships.



The GCP Class of 2016 after graduation on September 22, 2016 in old-town St.Gallen.

Highlights

2016 was another year with many highlights for CGAM. Most importantly, our three-week CAS Program on Customer-centric Leadership, the "Global Account Manager Certification Program (GCP)" was again fully booked out.

On September 22, the graduation ceremony of the GCP Class of 2016 took place in St.Gallen after a full day of value creation project presentations in the presence of GCP faculty and participant company executive sponsors,, moderated by GCP faculty Roger Moser, Christoph Senn and Axel Thoma.

During the traditional dinner in the Restaurant Schlössli in old-town St.Gallen, GCP Academic Director Christoph Senn handed out the GAM-HSG certificates and thanked the GCP Class of 2016 for their contribution and the excellent team spirit during the program.

On the following day, the GCP graduates attended together with CGAM Partners and Alumni from previous CGAM programs our annual GAM Summit which featured CGAM research updates, Value Co-Creation Examples from global companies like Microsoft, Schneider-Electric and Syngenta as well as a keynote on "Counter-strategies in Global Markets" from Prof. Olaf Plötner, Dean of ESMT Berlin Executive Education.



Alumni comments reflect GCP's practical value:

"The Program gave me the bird's eye perspective on what we are trying to achieve with our GAM Program. GCP made it also very tangible, how deep strategic customer relationships are embedded in our corporate strategy and what this means to the entire service delivery process.", says Timo Krause, Swiss Re's Head of L&H Capital and Transaction Solutions.



Michael Dobler, Head of Global Account Management at Schindler adds: *"The St.Gallen GCP offers excellent content from global thought leaders, open experience exchange with other companies as well as with peers in GAM roles across industries. But the most valuable outcome was the value creation project, which helped us to build our GAM program of the future with a amazing return."*

And Edward Winfield, Head of Global Accounts Northern Europe at Vodafone concludes: *"The beauty of the St.Gallen GCP program is that it draws on current and relevant business theory combined with hands-on tools that you can take back to your work and implement immediately."*



For more information please visit our new CGAM FIM Channel on Youtube.

Activities and Projects

Further 2016 executive education activities included the Global Account Management Executive Program (GAMPRO), two St.Gallen roundtable events as well as a research workshop in London as a kick-off for our new project on Strategy Implementation together with Prof. George Yip from Imperial College.

During spring and fall semester we offered again courses on Global Account Management (MBA), Managing Strategic Customers (CEMS) and Co-Creating Value with Strategic Customers (MUG,). In 2016, the real-life projects were sponsored by Konica-Minolta, Schindler and Thermo-Fisher. All courses were fully booked.

We also delivered tailor-made advisory services to a number of member companies in our CGAM network. In the past 12 months, we hosted workshops in Switzerland, Germany, The Netherlands, United Kingdom, Sweden, Poland.

Outlook on 2017

In 2017, we will further increase our focus on new research and plan to launch two GAM research consortia based on Dissertations at CGAM as well as the release of a new case study on Sales Organization Transformation at SONOS USA.

We will also introduce a new 2+1 format for our GAM Executive Program (GAMPRO) to offer our member companies even more flexibility in their education planning.



Thanks to a generous offer from the Port of Singapore Authorities, the GCP Class of 2016 could again visit the PSA Terminals which are ranked as World's Busiest Transshipment Hub.

Competence Centre for Diversity & Inclusion (CCDI)

The Competence Centre for Diversity & Inclusion CCDI collaborates with a variety of Swiss companies and international organisations, providing guidance, analysis, benchmarking and coaching on matters related to diversity and inclusion. Our work is based on sophisticated in-house research that is tailor-made to address each organisation's specific D&I needs.



Members of the Advance Women in Swiss Business association convene for a conference on the future of work and to hear the results of CCDI's benchmarking study for Advance member companies.

Mission Statement

Diversity and inclusion (D&I) management seeks to reap the benefits of a company's heterogeneous workforce, adjust services and products to different target groups without stereotyping, and pay attention to a diverse supply chain. Our team's work encompasses a wide range of D&I topics, such as management diversification and the creation of equal career opportunities for women and employees from minority groups. A major focus of our work is conducting surveys and in-depth data analysis on behalf of clients to determine if unconscious biases due to gender, age, or workload percentage exist in a company's HR and career development processes. A further area of expertise is our benchmarking service which enables participating companies to monitor their progress compared to industry peers using D&I-specific KPIs. Our mission is to help companies create a culture in which a variety of talent can flourish and to actively promote a leadership culture of inclusion. Such efforts aim for changes with real economic impact to the "bottom line".

Highlights

CCDI presented the results of its benchmarking survey among the member companies of the Advance Women in Swiss Business association. "The Penalty of Part-Time Work" report was received with great interest at the Advance Conference in March 2016 and has resulted in the continuation of the project.

CCDI was invited to contribute to the 9th annual Global D&I Conference in Zurich with two featured presentations by Prof. Dr. Winfried Ruigrok, Dr. Dimitrios Georgakakis, and Prof. Dr. Gudrun Sander.

CCDI has teamed up with the Center for Disability & Inclusion to assist UEFA in carrying out its new Diversity & Inclusion initiative. The project encompasses an in-depth employee survey on employee perceptions and experiences as well as a benchmarking report on D&I best practices across sports organisations and other companies.

Activities and Projects

The “Penalty of Part-Time Work” report for Advance Women in Swiss Business provided useful insights for Advance member companies and helped to illuminate the disadvantages for managers who work part-time. The next project together with Advance Women will focus on the benchmarking of HR processes so that Advance member companies can monitor their progress benchmarking year to year. The next results of the Advance benchmarking study will be presented at the Advance Conference on 19 June 2017.

Raiffeisen continues to support CCDI as a strategic partner and to receive beneficial analyses and expertise from our centre. The CCDI team recently presented a report with KPIs to Raiffeisen’s management, including recommendations for future development. The CCDI team also assisted Raiffeisen in implementing a new D&I reporting.

CCDI collaborated with Helvetia insurance company for an in-depth analysis as a basis for the new D&I strategy requested by the board of directors. We conducted employee data analyses, interviews with heads of HR in different countries, and a special analysis of the employee satisfaction survey to refine the specific D&I topics that Helvetia should focus on.

For UEFA, the CCDI team conducted a variety of interviews with sports organisations and large and medium-sized international companies to gain deeper insights into D&I practices that work. This benchmarking report is part of UEFA’s D&I initiative to boost the organisation towards becoming a more inclusive employer. The project will end in spring 2017.

CCDI led an internal workshop with the City of St.Gallen to evaluate possible synergies of already existing internal competence centres for equal opportunities or the integration of foreigners.

Gudrun Sander gave a variety of speeches on D&I topics during the year, e.g. at the Business Women’s Lunch of Bank Vontobel in Zurich and at the 15th European Conference of Business and Professional Women in Zurich together with Simon Owen, CEO of Deloitte Switzerland.

Outlook 2017

A new University of St.Gallen D&I Conference is being planned for 12 September 2017, in which researchers at the university who are involved with D&I topics will convene for the exchange of practice-oriented ideas as well as inputs from featured guests of various companies who are thought leaders in the field.

CCDI and Swiss Post have entered into a new cooperation agreement. Starting in 2017, Swiss Post will receive employee data analyses, D&I-related KPIs, and customised recommendations to top management for further developing its D&I management practices.

Raiffeisen plans to present the results of the different analyses at the Raiffeisen Leadership Day in September 2017 together with CCDI.

Currently new collaborations are being discussed with Novartis and the Zurich Banking Association.



SRF television moderator Mona Vetsch introduces Prof. Dr. Gudrun Sander at the Advance conference for the presentation of CCDI’s study “The Penalty of Part-Time Work”.

Corporate Governance Competence Centre (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Team 1 led by Prof. Dr. Winfried Ruigrok analyses top management team and board structures, composition and processes and seeks to promote top management team and board effectiveness. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures 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.

Mission Statement

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

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

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

Research stream 2: Changing shareholder structures and 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 will 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

Research on Top Managers

Winfried Ruigrok and Dimitrios Georgakakis participated in the Academy of Management conference which took place in August 2016 in Anaheim. Their paper, *Bridge and Rule: Top Management Team Faultlines, Firm Performance and the Moderating role of the CEO-TMT Interface* was one of the finalists of the Louis PONDY Best Paper Award based on a Dissertation (co-authored also with Peder Greve). Several academic papers on the interface between the CEO and the top management team are under developed and will soon be submitted to academic journals. In addition data collection efforts on the attributes of boards and top management teams for the year 2013 have been completed for the 100 largest firms in Germany, Switzerland, the Netherlands, and the United Kingdom.

Dimitrios Georgakakis received a Post-doc mobility research grant from the Swiss National Science Foundation (SNSF) for visiting Texas A&M University (TAMU) for an 18 months period, starting in February 2017. This research project will open collaborations between TAMU and FIM. The project will focus on the role of top managers in affecting firm outcomes.

Advisory Board

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

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

The following persons are member of the Advisory Board:

- Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and law honorary professor, University of St.Gallen (chairman)
- Winfried Ruigrok, Prof. Ph.D., management professor, University of St.Gallen
- Franz Jaeger, Prof. Dr. oec., emeritus professor of

economics, University of St.Gallen

- David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services
- Bruno Heynen, attorney-at-law, Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters
- Markus Steiner, Dr. iur., CEO of State Street Bank, Zurich, former CEO of UBS Fund Management (Switzerland) Ltd. and Head of Legal & Compliance Committee SFA
- Rudolf Wehrli, Dr. phil. et Dr. theol., Chairman of Clariant, former Chairman of Economiesuisse

Adjunct Fellows

The following person is Adjunct Fellow:

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

Activities and Projects

Andreas Binder serves as a member of the Expert Commission Restructuring in the Code of Obligations set up by the Swiss Federal Council. The task of the Expert Commission is to evaluate changes in the Code of Obligations which might help that more companies can survive if they get into economic difficulties. The Swiss Federal Council has incorporated many of the propositions of the Expert Commission in its draft of the revision of the Code of Obligations (law of the corporation) published on November 23, 2016.

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

Outlook 2017

We are looking for answers to the question how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. Could the steering of shareholders' behaviour through economic incentives be an alternative to steering it by means of legal rules?

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

Publications

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



In 2016 FIM faculty realised the following publications and papers:

Scholarly contribution

Refereed journal articles

Georgakakis, D. & Ruigrok, W. 2017. CEO Succession Origin and Firm Performance: A Multilevel Study. *Journal of Management Studies*, 54(1), 58-87.

Georgakakis, D., Greve, P., & Ruigrok, W. 2016. Bridge and Rule: TMT faultlines, firm performance and the moderating role of the CEO-TMT interface. *Academy of Management Best Paper Proceedings*. In Press.

Georgakakis, D., Dauth, T., & Ruigrok, W. 2016. Too much of a good thing: Does international experience variety accelerate or delay executives' career advancement? *Journal of World Business*, 51(3), 425-437.

Oehmichen, J, Heyden, M., Georgakakis, D, & Volberda, H. 2016. Board of Directors and Organizational Ambidexterity in Knowledge Intensive Firms. *The International Journal of Human Resource Management*,

Winkler, J., & Moser, R. 2016. Biases in future-oriented Delphi studies: A cognitive perspective. *Technological Forecasting and Social Change* (105), pp. 63-76.

Winkler, J., & Moser, R. 2016. Coping with Strategic Uncertainty: Framework Development and Scenario Derivation for a JV Decision in the Russian Truck Industry. *Foresight: The journal of futures studies, strategic thinking and policy*, 18 (4). 3-21. ISSN 1463-6689

Non-refereed journal articles

Ruigrok, W., & Guttman, G. 2016. Mythbusting. *EFMD Global Focus*, 10(3), 32-35.

Guttman, G., & Ruigrok, W. 2016. Wie Vorstand und CLO den Weiterbildungserfolg bestimmen. *personal manager*, 1/2016, 31-33.

Guttman, G., & Ruigrok, W. 2016. Noch Vorbehalte gegen innovative Technologien. *wirtschaft + weiterbildung*, 02/2016, 28-31.

Ruigrok, W. 2016. Should you recruit a chief learning officer for your business? *Changeboard* (UK).

Ruigrok, W., & Georgakakis, D. 2016. Foreign CEOs in Switzerland: Less international than you may think. *HSG Focus*, 1/2016, University of St.Gallen.

Contributions to edited volumes

Binder, A. 2016. M&A-Rechtsentwicklungen – Blicke zurück und nach vorn. In: Müller-Stewens, G., Kunisch, S. & Binder, A. Mergers & Acquisitions. Handbuch für Strategen, Analysten, Berater und Juristen. 2nd Edition, Schäffer-Poeschel.

Binder, A. & Roberto, V. 2016. Kommentierung Art. 752–763 OR zum aktienrechtlichen Verantwortlichkeitsrecht. In: Handkommentar zum Schweizer Privatrecht. 3. Auflage, Schulthess.

Dietsche, R. & Jent, N. 2016. Diversity in Management und Forschung. In: Teilhabe und Vielfalt : Herausforderungen einer Weltgesellschaft : Beiträge zur internationalen Heil- und Sonderpädagogik, Verlag Julius Klinkhardt: Bad Heilbrunn. ISBN 978-3-7815-2059-

Jent, N. & Dietsche, R. 2016. Behinderung als Teilaspekt der Diversity Kompetenz im Spannungsfeld von Toleranz und Nutzen. In: Genkova, P. & Ringeisen, T. (Hrsg.) Handbuch Diversity Kompetenz: Gegenstandsbereiche, Wiesbaden: Springer Fachmedien. ISBN 978-3-658-08932-0.

Jent, N. & Kopf, P. 2016. Im Miteinander stark. Der Weg zur Inklusion. In: Heilpädagogik - Sinn, Struktur, Perspektive, Berlin: BHP Verlag - Berufs- und Fachverbands GmbH, ISBN 978-3-942484-23-7.

Sander, G. & Hartmann, I. 2016. Einführung einer Diversity-and-Inclusion-Kultur. In: Genkova, P. & Ringeisen, T. (Hrsg.) Handbuch Diversity Kompetenz: Band 1: Perspektiven und Anwendungsfelder, Wiesbaden: Springer Fachmedien. ISBN 978-3-658-08593-3.

Peyer, T. & Sander, G. 2016. Topsharing – geteilte Führung als Lösung für die Zukunft? In: Krone-Germann, I. & Guénette, A.M. (ed.) Le partage d'emploi. Opportunités et défis sur le marché du travail. Paris: Editions l'Harmattan. ISBN: 978-2-343-10836-0.

Working papers/ Research reports

Chen, Y.; Werle, H. & Moser, R. 2016. Comparing Critical Success Factors between European M&As in China and Chinese M&As in Europe: A Mixed-Method Analysis.

Dauth, T., Orban, F., Schmidt, S., Ruigrok, W., and Georgakakis D. forthcoming 2017. Top Management Diversity and Employer Attractiveness – The Mediating Role of Diversity Initiatives. (Work in Progress)

Georgakakis, D., Buyl T. & Ruigrok W. 2016. Guardians of the previous regime: Post-CEO succession factional groups and firm performance. (Working paper)

Georgakakis, D. & Heyden M. 2016. The CEO-TMT Interface: A review, synthesis, and research agenda. (Work in Progress)

Georgakakis, D., Greve, P., & Ruigrok, W. 2016. Better the Devil you Know: Executive Hiring Modes and the Emergence of Top Management Team Diversity. (Work in Progress)

Georgakakis D., Greve P. and Ruigrok, W. 2016. Top Management Team Faultlines and Firm Performance: The Role of CEO Characteristics. (Work in Progress)

Greve P., Imbach, M., Georgakakis D., and Ruigrok W. 2016. The East Meets the West: Contextualizing Upper Echelons in the Asian Context. (Work in Progress)

Heyden M., Reimer M., Georgakakis D. & Buyl T. 2016. Reconceptualizing the Notion of the Dominant Coalition in Strategic Leadership Research. (Work in Progress)

Mueller, P., Georgakakis, D., & Ruigrok, W. 2016. Jack of all trades or master of none: CEO experience variety and firm performance. (Work in Progress)

Narayanamurthy, G.; Moser, R.; Suter, Yv. & Shainesh, G forthcoming 2017. Status of Indian healthcare value chain – status quo not a sustainable. (Work in Progress)

Ruigrok, W., & Guttman, G. 2016. The St.Gallen Executive Education Report 2016. Executive School of Management, Technology & Law, University of St.Gallen

Sander, G. 2016. The Penalty of Part-time Work. Study report for the Advance Women in Swiss Business association.

Thoma, A. & Napolitano, L. 2016. From Advocating Brands to Creating Value: A Case Study of Transforming Oncology Sales Roles and Capabilities. In: Global Sales Science Institute Conference, June 2-5, Birmingham, UK.

Thoma, A. & Napolitano, L. 2016. Impact without authority: The individual lynchpin capability for creating value with strategic customers. In: European Marketing Academy Conference (EMAC), May 24-27, Oslo, Norway.

Books

Müller-Stewens, G., Kunisch, S. & Binder, A. 2016. Mergers & Acquisitions. Handbuch für Strategen, Analysten, Berater und Juristen. 2nd Edition, Schäffer-Poeschel.

Textbooks

Binder, A. 2016. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. 2nd Edition, St.Gallen.

Binder, A. & Werlen, T. 2016. Introduction to Business Law. Volume II: Company Law. 2nd Edition, St.Gallen.

Jent, N. 2016. Im Miteinander stark, der Weg zur Inklusion. Tagungsband Internationaler Kongress der Heilpädagogik Berlin.

Jent, N.; Dietsche, R. 2016. Diversity in Management und Forschung. In: Hedderich, I.; Zahnd, R. (ed.) Teilhabe und Vielfalt. Herausforderungen einer Weltgesellschaft. Beiträge zur Internationalen Heil- und Sonderpädagogik. Bad Heilbrunn, Julius Klinkhardt.

Case studies

Casas, T. & Michael H. 2016. "Shanzhai Swiss-Style: Bühler's Partnering Strategy in China", University of St.Gallen Case Study Series.

Ruigrok, W., Sander, G. et. al. 2016. Domestic Universal Bank: Refocusing for Success in a Changing Market. Final case study, Women Back to Business programme (WBB-HSG).

Thoma, A. & Napolitano, L. 2016. From Advocating Brands to Creating Value: A Case Study of Transforming Oncology Sales Roles and Capabilities. In: Global Sales Science Institute Conference, June 2-5, Birmingham, UK.

Opinion

Casas, T. 2016. New beginning at the final nuclear security summit. China Daily 206.04.01

Casas, T. 2016. Brexit: New opportunities with China and Europe? China Daily 2016.07.18

Casas, T. 2016. How China can help Britain reinvent itself, South China Morning Post, 2016.08.04

Contribution to the public

Non-academic / popular publications

Casas, T. 2016. Three-part series on China's economy at the HSG Website:

Part I: China's Real Economy, 2 February.

Part II: Lurking the Middle-Income Trap, 4 February.

Part III: Finance for China's New Economy, 10 February.

Heyden, M., & Georgakakis, D. 2016. Australia has embraced the outsider CEO, but they can't always save the day. The Conversation.

Ruigrok, W. & Guttman, G. 2016. 打破神话. Global Focus China 10(3): 32-35.

Sander, G. 2016. Wahnsinn ist, immer wieder das Gleiche zu tun und andere Ergebnisse zu erwarten. In: Diversity & Inclusion. Eine Themenzeitung von Mediaplanet, March 2016.

Sander, G. 2016. Neue Karrierewege in der Arbeitswelt 4.0. HSG Focus, 2/2016.

Sander, G. 2016. So gelingt der Wiedereinstieg. Ladies Drive, No. 33, März 2016, p. 55.

Sander, G. 2016. Wie wichtig ist für Frauen die berufliche Identität? Ladies Drive, No. 35, 3 September 2016, pp. 52-53.

Sander, G. 2016. Arbeitswelt 4.0: Frauen als Gewinnerinnen oder Verliererinnen? Ladies Drive, No. 36, 3 Dezember 2016, pp. 56-57.

Thoma, A. 2016. Alles eine Preisfrage?

Thoma, A. 2016. Der Wirkungsgedanke steht im Zentrum.

Thoma, A. 2016. Eierlegende Wollmilchwerbung?

Thoma, A. 2016. Erfolgsgarant USP?

Thoma, A. 2016. Fatale Fehler in der Kommunikation. Und wie man sie vermeidet. Arbeitsbericht. E,T&H Werbeagentur AG LSA, Rorschach

Thoma, A. 2016. GAM@Work: Impact without Authority - The Individual Linchpin Capability for Creating Value with Strategic Customers

Thoma, A. 2016. Kundenbindung über alles?

Thoma, A. 2016. Let's pitch it

Thoma, A. 2016. Neues statt Wiederholung?

Thoma, A. 2016. Tun wir das Richtige?

Thoma, A. 2016. Value Creation Symposium: Revealing insights, engineering solutions.

Thoma, A. 2016. Welche Medien dürfen es sein

Thoma, A. 2016. The next big thing?

about FIM-HSG in the Media / Interviews

Nils Jent:

„Neues Rolltaxi für Menschen mit Behinderung in St. Gallen“. In: St.Galler Nachrichten, No. 26, p. 9, 2016.

Dimitrios Georgakakis & Winfried Ruigrok:

“The Double Edged Sword of Overseas Experience.” *Strategy + Business*. 2016.

“How to Maximize International Career Opportunities.” *CGMA Magazine*. 2016.

„Karrierekiller Auslandsaufenthalt: Neue Studie zeigt die Schattenseite einer Versetzung in andere Länder.“ *SonntagsZeitung*, 27. März, 2016.

Winfried Ruigrok

“Wir lassen uns die Strategie nicht von Rankings diktieren.” *HSG Focus*, 1/2016.

“Executive L&D crucial to business success.” *HR Magazine*, May 26th, 2016.

“Executive education important yet ineffective in most firms, says report.” *Recruitment International*, May 25th, 2016.

“93% of organizations put leadership development as their first or second priority for future success.” *Executive Education – St Gallen Report* 2016.

“HR directors are increasingly looking for highly tailored formats.” *HSG Focus*, 3/2016, University of St.Gallen.

“Leadership Research Data Focus.” *Developing Leaders* #24. 2016.

“Helpt internationale ervaring je carrière vooruit?” *Management Impact*, October 27th, 2016.



Guðrun Sander

“Den Begriff ‘Teilzeit’ müsste man abschaffen”. Interview with Odilia Hiller, Ostschweiz am Sonntag, No. 9, 28 February 2016.

“Teilzeit-Arbeit behindert Karriere”. Radio interview with Klaus Bonanomi, Heute Morgen programme, SRF News, 5 March 2016.

“In der Schweiz sind Frauen auf der Teppichetage untervertreten”. Radio interview on CS study with Claudia Weber, SRF 4 News aktuell programme, 3 October 2016.

“So schaffen es Frauen in die Schweizer Chefetagen”. Interview with Caroline Freigang, Handelszeitung, 11 October 2016.

„Frauen und ihr Weg in die Schweizer Chefetagen“. Interview with Caroline Freigang, Bilanz magazine, 13 October 2016.

“Flexiblere Karrierewege – für die Frauen”. Interview with Pirmin Schilliger, SKO Leader, No. 5/16, 18 October 2016.

“Motiviert zurück”. Interview with Andrea Mašek, CONTEXT. Mehr Erfolg im Beruf, 11/2016.

“Investoren wollen mehr Frauen in Chefetagen”. Radio interview with Jan Baumann, Rendez-vous programme, SRF News, 8 November 2016.

“Der Druck auf die Unternehmen wird steigen”. Radio interview with Jan Baumann, SRF 4 News aktuell programme, 24 November 2016.

Teaching

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



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

Across the different levels at which IM was taught (i.e., Full-time MBA; Part-time MBA; pre-experience Master) a number of high-profile guest speakers enriched the lectures by providing insightful information and hands-on, practice-oriented perspectives on selected IM topics. For example, Dr. Rob Britton, former Managing Director

of American Airlines shared his deep knowledge of the airline industry and international airline alliances with the students. Mr. Gary Steel, former Head of HR and member of the executive committee at ABB, shed light on the chances and challenges of pursuing and managing international careers both from a corporate and employee perspective. Dr. Eric Cornut, former Chairman of the Board of Novartis Japan, discussed real-life decision-making challenges he faced in his role. Further guest

speakers included Mr. Thomas Stassen, Chief HR Officer at Perfetti Van Melle and Mr. Andreas Kirchschräger, CEO of elea Foundation for Ethics in Globalization.

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

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

In 2016, FIM offered the following courses:

Pre-experience Education

BA courses at HSG:

Andreas Binder:

"Einführung ins Privatrecht". Bachelor degree lecture (together with Prof. Vito Roberto), autumn semester 2016.

Georg Guttmann:

"Introduction to Academic Writing". Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme (September-December 2016)

Roger Moser:

"International Management". Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2016) – jointly with Prof. Peder Greve.

"Doing Business in India". Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2016) – jointly with Prof. Shainesh G., IIM Bangalore.

"Developing Infrastructure Solutions in Rural India". Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (October 2016).

"Dealing with Uncertainty in Dynamic Markets". Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (November 2016).

MA courses at HSG:

Andreas Binder:

Corporate Governance. Master degree course (together with Prof. Roland Müller), spring semester 2016.

Mergers & Acquisitions. Master degree course (together with Prof. Günter Müller-Stewens), autumn semester 2016.

Tomas Casas:

"Entrepreneurship (SIM)" A SIM elective course with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty (Spring semester 2016)

"China Invents the Future: The Culture of Entrepreneurship, Technology and Social Networks" – jointly with the Chair of Chinese Language and Literature (Spring semester 2016)

"China's Political Economy: Growth, Opportunity and Sustainability" (Spring semester 2016)

Nils Jent

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

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

Winfried Ruigrok:

"Strategy and International Management". (SIM) programme core course, International Management (September -December, 2016).

Gudrun Sander:

"Diversity in teams and organisations". Contextual studies course, Master of Arts (MA-HSG) programme (autumn 2016) – jointly with Dr. Dimitrios Georgakakis.

"Und was genau soll ich dann tun? Gender- und Diversity-Kompetenz im Führungsalltag". Contextual studies course, Master of Arts (MA-HSG) programme (spring 2016).

"Eine Managementaufgabe oder Privatsache? Care, Arbeitsmarkt und Geschlecht". Contextual studies course, Master of Arts (MA-HSG) programme (autumn 2016) – jointly with Dr. Christa Binswanger.

Christoph Semm:

"Co-Creating Value with Strategic Customers", MUG, Master of Business Management Course, (Spring Semester 2016)

"Managing Strategic Customers", CEMS Exclusive Course (Fall Semester, 2016)

PhD courses at HSG:

Tomas Casas:

Philosophy of Science (PhD seminar), autumn semester 2015

Dimitrios Georgakakis:

"Research Methods". non-elective course. HSG-PhD Doctoral seminar in International Management. (February 2016).

BA courses at other universities:

Dimitrios Georgakakis:

“Intercultural Management” (Guest Lecture). Master in Business Administration (MBA) HHL Leipzig – invited by Prof. Dr. Tobias Dauth.

“International Corporate Governance and Leadership.” Bachelor of Arts in International Business. DHBW Karlsruhe, DE (May 2016) – Jointly with Georg Guttman.

Georg Guttman:

“Corporate Governance”. Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (May 2016)

“International Leadership”. Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (October 2016) – jointly with Dimitrios Georgakakis

MA courses at other universities:

Ines Hartmann:

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

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

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



Post-experience Education

Executive Education/MBA:

Andreas Binder:

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, January 20-21, 2016.

Best Practice Empfehlungen für KMU. Lecture at the ZfU-Tagung Der VR in Familienunternehmen, Belvoir, Rüslikon, January 26, 2016.

Rechtliche Anforderungen an den Spital-Verwaltungsrat. Lecture at the Seminar Wirksame Führung und Aufsicht von Spitälern, Marriott Zurich, February 24, 2016.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, February 29-March 1, 2016.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, March 7-8, 2016.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Panorama Resort & Spa, Feusisberg, April 14, 2016.

Corporate governance developments. Lecture at The St.Gallen part-time Executive Master of European and International Business Law (M.B.L.), Einstein, St.Gallen, June 24, 2016.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, November 9-10, 2016.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, December 12-13, 2016.

Arnd Niehausmeier:

IBM's Go-to-Market Model, "Winning and Keeping Global Customers", GAMPRO at ES-HSG, June 2016

Axel Thoma:

Value Co-creation Strategies, "Winning and Keeping Global Customers", GAMPRO at ES-HSG, June 2016

Value Co-creation Strategies, "Global Account Manager Certification Program (GCP)", CAS Program ES-HSG, September 2016

Nils Jent und Regula Dietsche

"Corporate Governance. New Diversity Management: Keep it integrated", University of St.Gallen, 7 May 2015.

Roger Moser:

"Negotiation Tactics in India". Lecture at Global Negotiator Program, June 2016.

"Sourcing in Emerging Markets". Lecture at Einkaufsleiterseminar, August 2016.

Winfried Ruigrok:

International Management. Core course, MBA programme, University of St.Gallen, Sep-Oct, 2016.

Strategy and International Management (SIM) programme core course "International Management", Sep-Dec, 2016.

International Management. Core course, Part-Time MBA programme, University of St.Gallen, December 14th-17th, 2016.

Gudrun Sander:

"General Management". Women Back to Business (WBB-HSG) programme (26-27 May 2016). Raiffeisen Schweiz, St. Gallen.

"Strategieentwicklung und -Umsetzung" Women Back to Business (WBB-HSG) programme (15-16 May 2016). Genossenschaftsbund Migros Ostschweiz, Gossau.

„Ressourcen- und Performance-Management: Diverse Potentiale aufdecken, bewerten und nutzen, Diversity Management, Gender Mainstreaming“. CAS Organisationsentwicklung & Change Leadership programme 2016/2017 (18 November 2016). IKF Lucerne.

„Final Case Study“. Women Back to Business (WBB-HSG, English) programme (24-25 November 2016). Credit Suisse, Forum St. Peter, Zurich - jointly with Prof. Dr. Winfried Ruigrok.

Christoph Senn:

"Global Account Management", Elective course, MBA Full- and Part-time Program, Spring Term 2016

"Global Account Manager Certification Program (GCP)", CAS Program ES-HSG, February – September 2016

"Winning and Keeping Global Customers", GAMPRO at ES-HSG, June 2016

Presentations, External Lectures and Seminars



Nils Jent:

Autismusverlag: Mit Abilities, Kopf, Herz und Hand ein Haus der Literatur bauen. Presentation with L. Pescia at the Welt-Autismus-Tag und Tag der offenen Türen des Autismusverlages, St. Gallen, April 2016.

Managing, Leading and Living Diversity. Presentation with P.Kopf, Ringvorlesungen «Diversity – Vielfalt oder neue Etikette?», FHNW Campus, Fachhochschule Olten, April 2016.

Geht nicht gibt's nicht: Der konstruktive Umgang mit Vielfalt und Stereotypen. Presentation with R.Koller at the 10th Aare Forum of the Solodaris Stiftung, Olten, April 2016.

Tomas Casas:

EIASM's 13th Workshop on Corporate Governance in Milan, Italy on October 27-28, 2016 at SDA Bocconi., co-chaired by Prof. Martin Hilb and Tomas Casas

Dimitrios Georgakakis:

"Intercultural Management" (Guest Lecture). Master in Business Administration (MBA) HHL Leipzig – invited by Prof. Dr. Tobias Dauth.

Georg Guttmann:

International Corporate Governance & Strategy: The German System. Guest lecture in Prof. Toru Yoshikawa's Bachelor course "International Corporate Governance & Strategy". Singapore Management University, February 3, 2016.

Ines Hartmann

Modul SO6 Soziale Organisationen. HF Agogis IBK, Regel HF, Agogis. St.Gallen (autumn 2016).

Informationen zum D&I Benchmarking. Presentation for the Herbsttagung of swiss-cope, 11 November 2016.

Im Miteinander stark – Der Weg zur Inklusion. Lecture with P.Kopf for apprentices in their final year, Evangelische Erwachsenenbildung Ortenau, Offenburg, June 2016.

Im Miteinander stark – Der Weg zur Inklusion. Semi-public lecture with P.Kopf for interested parties and experienced experts, Evangelische Erwachsenenbildung Ortenau, Offenburg, June 2016.

Unter Wasser Atmen. Public film lecture, Evangelische Erwachsenenbildung Ortenau, Offenburg, June 2016.

Roger Moser:

The Wisdom of Foolishness, (jointly with Martin Hellman). Dili, Timor-Leste, 9 October 2016.

Digitization as Enabler for Job Creation & Infrastructure Development in Timor-Leste. Dili, Timor-Leste, 8 October 2016.

Export- und Internationalisierungs Herausforderungen für Schweizer KMU: Unsere Antworten als HSG. Zürich, 31 March 2016.

Quantitative and Qualitative Research in Management (and Computer Science). Dili, Timor-Leste, 10 October 2016.

Winfried Ruigrok:

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half day executive education session delivered to CAS programme "Lehrgang Internal Auditing, Module 3.2: Internal Audit Knowledge Elements", Executive Campus, University of St.Gallen, January 27th, 2016.

Bridge and Rule: Top management faultlines, firm performance, and the CEO-TMT interface. Research talk at the Amsterdam Business Research Institute (ABRI), Free University of Amsterdam, Netherlands, February 11th, 2016.

The Business Case for Diversity and Inclusion. Presentation at the 9th Global DI Seminar "The Future of Inclusion", Zurich, February 18th, 2016.

Internationales Management und Marketing. Half-day executive education session delivered at CAS programme Intensivstudium für Marketingmanagement, HSG E-Campus, St.Gallen, February 25th, 2016.

The business case for diversity and inclusion. Presentation delivered at "Diversity Day", L'Oréal Switzerland, Ethnography Museum, Geneva, Switzerland, March 1st, 2016.

The business case for diversity and inclusion. Presentation delivered at "We Management Conference 2016", Adidas Western Europe, Papirhallen, Copenhagen, Denmark, March 2nd, 2016.

Global Executive Nomads: The new international managerial career. Presentation delivered at the International HR Community Netherlands, Amsterdam, Netherlands, March 3rd, 2016.

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half-day executive education session delivered to seminar "Governance, Risk Management & Internal Control in Switzerland 2016", organised for participants from BI Oslo (Norway), Radisson Blu Hotel St.Gallen, March 9th, 2016.

The Future of Management. Half-day executive education session delivered at capstone week Integratives Management, Executive MBA #47, Executive Campus, University of St.Gallen, March 10, 2016.

Diversity and Intercultural Management. Half-day executive education session delivered at CAS programme Change & Innovation Management. Module 2: Grundlagen des Challenge Managements. HSG E-Campus, St.Gallen, March 23rd, 2016.

Bridge and Rule: Top management faultlines, firm performance, and the CEO-TMT interface. Research talk at Amsterdam Business School, University of Amsterdam, Netherlands, April 5th, 2016.

Bridge and Rule: Top management faultlines, firm performance, and the CEO-TMT interface. Research talk at the 7th EIASM Workshop on Top Management Teams and Business Strategy, University of Groningen, Netherlands, April 7th-

8th, 2016.

Strategy and International Management. Two-day executive education session, CAS programme Women Back to Business (WBB-HSG), Executive Campus, University of St.Gallen, April 13th, 2016.

Top management team influence and discretion in foreign market entry mode decisions. Research talk at Jahrestagung Wissenschaftliche Kommission Internationales Management, Fribourg, Switzerland, April 15th-16th, 2016.

Corporate Governance im internationalen Vergleich. Speech delivered to the seminar Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements, Radisson Blu, Zurich Airport, April 22nd, 2016.

Graduation talk, Omnium Global Executive MBA #10, Kantonsratssaal, Regierungsgebäude, St. Gallen, May 23rd, 2016.

Begrüßung zum Panelgespräch «Vier Meilensteine für die Volkswirtschaftslehre der Zukunft», Executive Campus, University of St.Gallen, May 25th, 2016.

Workshop "Evidence-based executive development: Creating and capturing impact with executive L&D", delivered for Executive School of Management, Technology & Law, Co-lab Zurich, May 27th, 2016.

Workshop "Evidence-based executive development: Creating and capturing impact with executive L&D", delivered for Executive School of Management, Technology & Law, Hotel Teufelhof Basel, June 3rd, 2016.

Executive School Strategy 2025. Presentation at University Council Retreat, Balgach, Canton St.Gallen, June 16th, 2016.

Diversity in management. One-day executive education session delivered at University of Geneva's CAS programme Politiques de l'emploi et des salaires: Quels enjeux pour les individus, les entreprises et les institutions? BNF, Bern, June 17th, 2016.



International Management. Half-day executive education session delivered at the Executive Master of Business Law (E.MBL) programme, XXI/Module 1: Introduction to European and International Business Law, Hotel Einstein, St.Gallen, June 20th, 2016.

Managing your advisor. Presentation delivered at Professional Development Workshop, "Managing Your Dissertation" Business Policy & Strategy Division, Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

Attracting & managing corporate funded research projects. Presentation delivered at Professional Development Workshop, "Managing Funded Research", Business Policy & Strategy Division, Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

Key success factors in international collaborations. Presentation delivered at Professional Development Workshop "Forging International Research Collaborations of Consequence", Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

Upper echelons research in Asia: A review, contextualization and guide for future research. Research talk at Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

Bridge and Rule: Top management faultlines, firm performance, and the CEO-TMT interface. Research talk at Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

What passes as rigorous replication logic in management case study research? Research talk at Academy of Management, Anaheim, CA, USA, August 5th-9th, 2016.

The Future of Management. Half-day executive education session delivered at capstone week "Integrative Management", International Executive MBA #3, Executive Campus, University of St. Gallen, August 18th, 2016.

Graduation talk, MBA programme, University of St. Gallen, Pfalz Keller St.Gallen, August 20th, 2016.

The Future of Management. Half-day executive education session delivered at capstone week Integratives Management, Executive MBA #86, Executive Campus, University of St. Gallen, August 26th, 2016.

The business case for diversity and inclusion. Keynote speech delivered at WBB certificate graduation event, Bad Horn, Switzerland, September 9th, 2016.

When blood is thicker: Top management team nepotism and firm growth in a transition economy. Research talk, Political Economy and Transnational Governance (PETGOV) section, Amsterdam Institute for Social

Science Research, University of Amsterdam, November 10th, 2016.

Corporate Governance im internationalen Vergleich. Speech delivered to the seminar Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements, Radisson Blu, Zurich Airport, November 18th, 2016.

Final Case Study. Two-day executive education session, CAS programme Women Back to Business (WBB-HSG), Credit Suisse, Forum St. Peter, November 24th-25th, 2016.

Graduation talk, International Executive MBA #3, Executive Campus, University of St.Gallen, December 3rd, 2016.

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half day executive education session delivered to CAS programme "Lehrgang Internal Auditing", Module 2: Internal Audit Practice, Executive Campus, University of St.Gallen, December 8th, 2016.

HSG im globalen Umfeld: Internationale Rankings als Massstab? Panelmitglied, 3. Jahrestreffen des HSG Alumni Seniors Chapters, December 9th, 2016.



Guidrun Sander:

Voices of Experience: "Women's Perspectives on Leadership and Career Growth". Moderator for conversation with Susanne Ruoff, Women's Executive Education ES-HSG, Renaissance Zurich Tower Hotel, 24 February 2016.

Women Back to Business. For Women on the Move. Presentation with Patricia Widmer to the League of Leading Ladies, 29 February 2016.

Inclusive Leadership – The path to a sustainable leadership culture. Presentation at the 9th Global Diversity & Inclusion Seminar, Zürich 18-19 February 2016.

The Penalty of Part-Time. Presentation at the Advance – Future of Work Conference, Advance – Women in Swiss Business Association, Rüschtikon, 4 March 2016.

Flexible Arbeitsmodelle als Ausweg aus der Teilzeitalte? Presentation for Fachtreffen Gleichstellungs-Controlling, ZHAW, Winterthur, 31 May 2016.

Familienfreundlichkeit in KMU. Workshop Familienunternehmen im Dialog, "Zukunft in Familienunternehmen – Besetzung und Routen". Center for Family Business of the University of St.Gallen, Family Business Association (FBA), Vereinigung der Privaten Aktiengesellschaften. St. Gallen/Horn, 3-4 June 2016.

Diversity – Vielfalt erfolgreich nutzen, aber wie? Workshop for Cembra Money Bank, Zurich, 21 June 2016.

Diversity Management an der Uni ZH. Workshop, Diversity-Weiterbildung für Führungskräfte der Uni ZH, Fachstelle für Weiterbildung, University of Zurich, 29 June 2016.

Vielfalt in Teams (besser) nutzen. Seminar for Personalamt Kanton Graubünden, Chur, 25 August 2016.

Diversitäts-Management: Wann und wie macht Diversitäts-Management Sinn? Workshop with Regula Dietsche for the City of St.Gallen, Rathaus St.Gallen, 2 September 2016.

Increasing the Number of Women in Leadership Positions – What Makes a Difference? Inclusive Leadership – Does this help? Presentation at the 15th European Conference of Business and Professional

Women (BPW) on "The Economic Power of Women", Zurich, 1 October 2016.

Voices of Experience: "Women's Perspectives on Leadership and Career Growth". Moderator of conversation with Monika Rühl, Women's Executive Education, ES-HSG, Credit Suisse Forum St.Peter, Zurich, 31 October 2016.

Wie gelingt der Wiedereinstieg? Presentation for the Frauenzentrale Zürich, 5 November 2016.

Measuring Agile Working Models: KPIs and Benchmarks. Workshop for 3rd Agile Working Forum, Advance – Women in Swiss Business, 15 November 2016 – jointly with Ines Hartmann.

Controlling / KPIs: Wie können Fortschritte in Bezug auf D&I gemessen werden? Presentation for Fachtreffen Gleichstellungs-Controlling, AXA Winterthur, 17 November 2016.

Christoph Semm:

„Strategic Account Management“, Erasmus University, Rotterdam School of Management (RSM), The Netherlands, Spring and Fall 2016



Awards, Services and Memberships

Honours and Awards

Georgakakis Dimitrios/Winfried Ruigrok:

Louis Pondy Best Paper Award (Finalist 2016):
"Bridge and Rule: Top Management Faultlines,
Firm Performance and the CEO-TMT Interface"
Organization and Management Theory
Division, Academy of Management, Anaheim
(CA), U.S.A..

Winfried Ruigrok:

Best Lecturer Award, Part-Time MBA Core Courses of
2016, University of St.Gallen, Switzerland.



Thesis Supervision

Master Theses Supervision

Andreas Binder:

Grassl, Rafael: "Subsidiary Governance aus der Sicht von schweizerischen Verwaltungsräten".

Davide Gremmo/Winfried Ruigrok:

Moormann, Mareike: "The impact of CEO internationality on compensation. The case of Swiss companies".

Winfried Ruigrok:

Schellenberg, Sarah: "Top Management Team Nationality Diversity and Firm Performance: The Role of CEO Characteristics".

Guidrun Sander

Lier, Liesa Marie: "Modelling team conflict: emerging states, skills and performance dynamics". Co-advisor with Prof. Dr. Tomas Casas i Klett.

Strässle, Stephanie: "Arbeitskulturen bei Führungskräften in der Schweiz.". Advisor with Dr. Regula Dietsche.

Bischof, Marcel: "Daten und Technologie getriebene Potentiale für eine Individualisierung der Krankenversicherung in der Schweiz.". Co-advisor with Prof. Dr. Oliver Gassmann.

MBA project supervision

Winfried Ruigrok:

Luis Furstenuau Gomes: "Performance benefits of cultural diversity in teams". Full-Time MBA programme, 2016.

Omid K. Moghaddam: "Market entry strategies to Iran for a leading German lighting firm". Part-Time MBA programme, 2016.

Gudrun Sander

Graff, Vanessa: "How does diversity of nationalities and international experience of the workforce impact the business team composition and the company's culture, influencing the business model of a global network logistics service provider?" IEMBA programme 2016

Vidur, Jyothi: "Women in Leadership: Its Uniqueness, Challenges & Representation". IEMBA programme 2016

Bachelor Theses Supervision

Nils Jent:

Keel, D.: Das Diversity-Bestreben von Schweizer Grossunternehmen. Schwerpunkte und Herangehensweisen im Diversity Management.

Peterhans, I.: Welche Aspekte der Tourismusbranche machen diese als Arbeitgeber und Ausbilder für Menschen mit Behinderung attraktiv?

Scheurer, P.: Gibt es einen Unterschied von dem Führungsstil von Männern und Frauen – welche Wirkung hat dieser auf die Mitarbeiter?

Winfried Ruigrok:

Belfrage, Julia: "Nationality and international experience".

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

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

Gudrun Sander:

Villoz, Anja: "Marktanalyse und Positionierung einer Kinderkrippe - Fallstudie bezogene Analyse der Umwelt und Organisation"

Doctoral dissertation supervision

Nils Jent:

Hathorn, M., New HR Governance – An Empirical Study on Gender Diversity and Board Recruitment Practices in Switzerland, (Ko-Referent).

Winfried Ruigrok:

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

Other thesis supervision

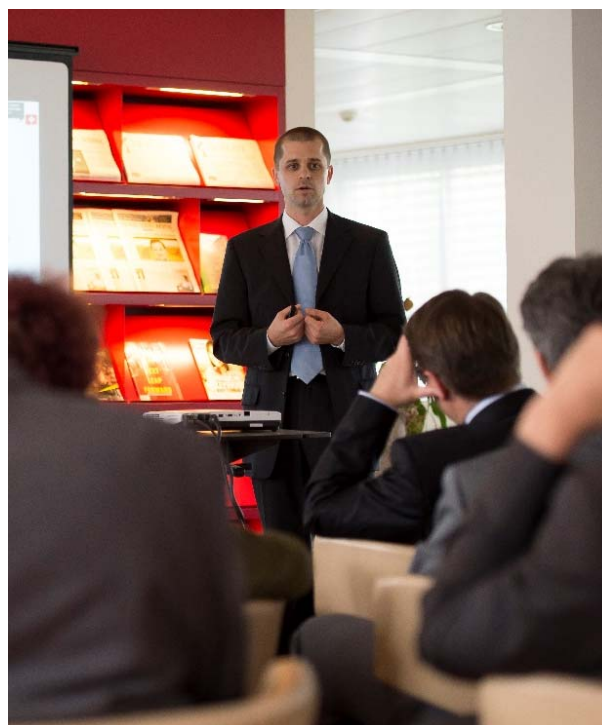
Supervision of 16 Value Creation Projects / Certification Papers at the CAS Program GCP 2016.

Roger Moser: (4)

Axel Thoma: (4)

Arnd Niehausmeier: (4)

Christoph Senn: (4)



Memberships and services to HSG community

Georg Guttman:

Member of the Academic Jury of the St. Gallen Wings of Excellence Award, 46th St. Gallen Symposium.

Winfried Ruigrok:

Dean, Executive School of Management, Technology and Law.

President's Delegate for University Development.

Member, Senatsausschuss.

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

Chair, search committee, professorship of "Executive Education".

Chair, Supervisory Board, Asia Connect Center.

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

Member, Internationalisation Committee, University of St.Gallen.

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

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (ex officio), HSG Alumni Board.

Gudrun Sander:

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

Co-organiser of the 1st Gender and Diversity Retreat at the University of St. Gallen, 29 January 2016.

Memberships and services to other organisations

Andreas Binder:

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

Member of the Expert Commission Restructuring in the Code of Obligations set up by the Swiss Federal Council.

Dimitrios Georgakakis:

Member of the Academy of Management

Member of the Strategic Management Society

Georg Guttman:

Member of the Academy of Management

Member of the Academy of International Business

Christoph Senn:

President, St. Gallen Oncology Conferences Foundation (SONK)

Nils Jent:

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

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

Professional council member with L.Pescia «Echogruppe Wirkungsbericht Behindertenpolitik St. Gallen», in cooperation with the first reporting for the UNBRK 2017, St. Gallen.

Partner Advisory Group member with L.Pescia, submission to promote the development of a Swiss databank on the experiences of people after a head injury, ZHAW, Winterthur.

Advisory Board member with R.Dietsche, ZHAW, Occupational Therapy Division, with a new focus on the development of suitable everyday solutions for cooperating together at eye level.

Winfried Ruigrok:

Member, Chief HR Officer Circle Switzerland.

Jury Member, Swiss Agency for Foreign Trade Promotion (OSEC) Export Award.

Member, Peer Review Team, University of Antwerp, Belgium.

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

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

Guidrun Sander:

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

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

Jury Member of the WEP's CEO Leadership Award

Principles for Responsible Management Education (PRME) Working Group on Gender Equality – UN Global Compact

Expert Advisor, Swiss Federal Office of Gender Equality

Member of the Board and Finance Committee, OBVITA

Member HSG Alumni Association

Member SMG Schweizerische Management Gesellschaft

Member EWMD European Women's Management Development Network

Member LLL League of Leading Ladies

Member Female Board Pool

Professional services and reviews

Dimitrios Georgakakis:

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

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

Reviewer for: Journal of World Business

Reviewer for: Journal of Management Studies

Winfried Ruigrok:

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

Reviewed for several academic journals, incl. Journal of Management Studies, Management International Review and Strategic Management Journal.

Editorial board member, European Journal of International Management.

Georg Guttmann:

Reviewer for the European Management Journal



Our Team at the Christmas Dinner 2016

Governance

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

Leadership Team



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



Prof. Dr. Andreas Binder
Director Corporate Governance
Competence Centre



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



Dr. Regula Dietsche
Director Competence Centre for
Diversity and Inclusion



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



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



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



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



Dr. Christoph Senn
Director Competence Centre for
Global Account Management

Supervisory Board



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



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



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



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

Team



Dr. Dimitrios Georgakakis
PostDoc Research Fellow



Ms. Bianca van Dellen
Research Assistant and
Doctoral Candidate



Mr. Georg Guttman
Research Assistant and
Doctoral Candidate



Mr. Davide Gremmo
Research Assistant and
Doctoral Candidate



Ms. Ines Hartmann
Project Consultant CCDI



Ms. Melissa Maier
Project Consultant CCDI



Ms. Isabelle Chemelli
Personnel & Accounting



Ms. Friederike Schlickenrieder
Marketing & Communication



Mr. Josef Mondl
Research Partner and Director
China Competence Centre



Mr. Carlos Gonzalez
Research Partner and
Doctoral Candidate



Mr. Philipp Müller
Research Partner and
Doctoral Candidate



Mr. Arndt Niehausmeier
Research Partner and
Doctoral Candidate



Mr. Srinath Rengarajan
Research Partner and
Doctoral Candidate



Dr. Axel Thoma
Research Partner



Dr. Peder Greve
Research Partner

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Elle Andrea Farell
Assistant CGAM

Mehak Gandhi
Assistant CGAM

Andrea Haering
Assistant CGAM (- Aug. 31)

Constantin Auersperg
Assistant ACC (-Sept. 14)

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