

International Management Education & Development

www.sgmi.ch



St. Gallen | Zurich | Frankfurt | Berlin | Vienna | London | Boston | Shanghai | Tokyo

Program Portfolio 2017/2018

Open Programs: Seminars

Masters & Diplomas

Company-specific Programs (Inhouse)

Management Consulting

Management Programs in English
International Management Programs

SGMI 
MANAGEMENT INSTITUT
ST. GALLEN

International Management Education & Development

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The SGMI Management Institute St. Gallen is a leading international business school located in St. Gallen, Switzerland. For years, SGMI has been offering world-class management development programs based on the well-known St. Gallen Management Model. SGMI offers general management seminars, functional seminars, international programs, masters degree and certificate programs as well as company-specific programs. With an ear to the market and a proven track record, SGMI works with renowned companies and boasts thousands of satisfied customers. The name SGMI Management Institute St. Gallen stands for demanding, integrated management development and consulting services.

St. Gallen Management Model

Managers today confront a “jungle” of management ideas, techniques and methods. The St. Gallen Management Model helps them cut through the confusion. The Model, a holistic, system-oriented approach to management, has earned international renown as a pragmatic roadmap to effective management practice. The latest SGMI research keeps it dynamic and useful – in practice.

Philosophy

Winning in business requires new competencies: intellectual agility, a helicopter view, comprehensive global and local thinking, analytical skills and social and cultural competence. Using pragmatic methods and tools that improve daily practice and get lasting results, SGMI develops these competencies in managers and companies. SGMI provides integrated, practical management approaches, founded in solid theory, that help you tackle your most complex leadership challenges, optimize execution and get results.

Research

SGMI research guarantees that new management knowledge is relevant to management practice. Every year, SGMI conducts hundreds of interviews with business leaders and companies, clinical case studies, and longterm research projects. SGMI research: compressed knowledge for results.

Clients

The SGMI Management Institute St. Gallen is truly international. Every year, thousands of participants from diverse nationalities attend SGMI programs. Coming from many industries, they range from young, high-potential managers to top executives and board members. Among the working languages are English, German, French and Spanish.

Faculty

SGMI boasts an outstanding faculty: over one hundred professors, senior lecturers, management consultants and trainers, renowned authors and speakers, practitioners and business leaders. No boring lectures and empty concepts at SGMI, just memorable content and solutions from people who know your business.

Open Programs

SGMI offers open-enrollment programs for senior and junior executives. Our programs draw heavily on the St. Gallen Management Model and SGMI research. SGMI open enrollment executive programs deliver challenging, practiceoriented learning; participants share experience and network. In all SGMI programs, participants’ management knowledge is linked with their personal business experience for powerful, lasting learning.



Romed Guntern, CEO, SGMI Management Institute St. Gallen



International Management Education & Development

General Management Seminars for Executives

SGMI general management seminars for executives are for managers who will soon take on more executive responsibility. Typical participants have decision-making authority and responsibility for results – entrepreneurs, board members, directors, presidents, corporate vice presidents, executive vice presidents, managing directors, and line executives on a division or business unit level, or at the helm of significant profit centers.

General Management Programs for Junior Managers

SGMI general management programs for junior- and middle-managers, specialists and project managers cover general management knowledge and show how to apply it. Participants get a systematic and practice-oriented overview of methods and practical approaches to business administration. Best-practice examples and exercises corroborate recent research from management practice, and the latest management tools help participants translate these findings into practice.

Functional and Specialist Seminars

From stand-alone seminars to the modular building blocks of the Management Development programs, SGMI functional and specialist seminars focus on business functions, but keep sight of the big picture:

Strategic Management, Marketing Management, Sales Management, Product Management, Finance Management, Financial Leadership, Leadership and Management, Human Resources Management, Project Management, Controlling

International Programs

SGMI international programs combine multi-cultural management perspectives with the holistic, systematic thinking of the St. Gallen Management Model. Programs are run in Europe, the USA and Asia. Participants, typically experienced managers, examine their own management concepts and actions and consider the role of their companies in global markets.

Degree and Diploma Programs

SGMI Masters and Diploma programs are special. We tailor them to your needs, offer the right depth of content, and create intense, goal-oriented learning activities. Every SGMI degree and certificate/diploma program builds on the Institute's renowned holistic, systematic thinking. Business examples enrich the learning. These programs hone participants' management skills and sharpen their judgment. The result: quick, lasting business gains.

- > DBA Doctor of Business Administration (36 Months)
- > Executive MBA (EMBA) (24 Months)
- > Executive Master Programs (18 months)
- > Master of Management (12 months)
- > Generalist and Specialist Diplomas (6 months)

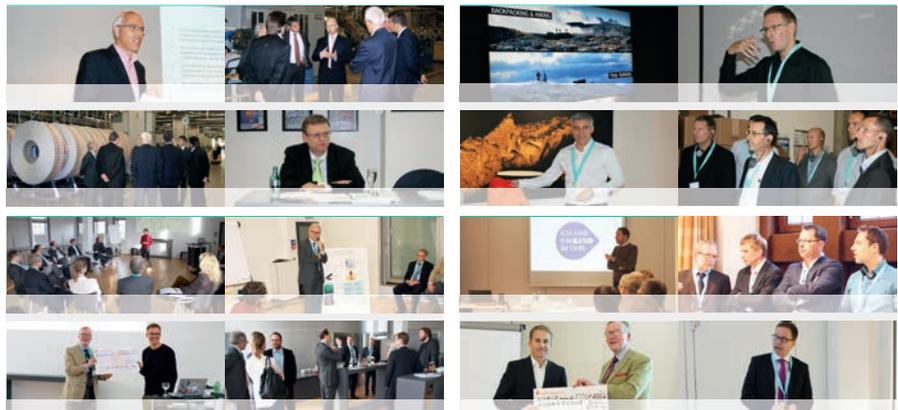
Company-specific Programs INHOUSE

The SGMI Management Institute St. Gallen is a leading provider of corporate learning. We provide relevant, practical custom programs, based on the St. Gallen Management Model. We work hand-in-hand with our corporate clients to help them implement strategy. In close partnership with key corporate functions – personnel development, corporate learning & development and human resources – we create concepts for personnel, management and organizational development, as well as continuing education programs.

SGMI infuses the most recent knowledge, professional skills training and execution approaches into its corporate seminars, workshops and coaching programs. We are experts in knowledge transfer, training and application. SGMI puts quality, customer satisfaction and concrete solutions first.

Strategy and Culture

SGMI tailors company-specific development programs 100% to each client's strategy and culture. We understand our clients' challenges and questions, so SGMI solutions build immediate value.



We ensure that the company can use the outcomes of the program to shape and develop itself. We help our company partners get the most out of their employee talent. When one of our corporate clients faces a major challenge – a merger or acquisition, for example – our tailored development program boosts the likelihood of success or speeds up the process.

Tailored Programs

SGMI targets the learning tools and supporting program materials to the needs of the client. When we design a program, we run a skills inventory to determine the current state of knowledge. We then create a program that builds on actual company skills and knowledge, including background, competitive and industry situation, infrastructure and constraints. For the company, the result is quick, practical relevance.

International

The SGMI Management Institute St. Gallen offers company-specific programs around the world. We apply a uniform program development approach worldwide, adjusting it as necessary to countries and cultures. SGMI services are in German, English, French, Italian and Spanish. Upon request, we also work in other languages. For example, based on the St. Gallen Management Model, SGMI may fashion global development programs for all the units and divisions of an international company.

Innovation

Closeness to research and corporate consulting fuels innovation at SGMI. SGMI works with world-class universities to ensure that we build programs on cutting-edge content. We know how to apply the latest management innovations to boost corporate value.

Long-Term, Targeted Development

SGMI programs support lasting, profitable development. Through close, yearlong partnerships with corporate clients, we know our corporate learning partners: we rapidly tailor, develop and deliver in-company programs that target their precise needs.

Management Consulting

For many years, the SGMI Management Institute St. Gallen has been offering successful consulting services to renowned corporations, institutions, mid-sized companies and groups. A long list of first class references and accomplishments prove that SGMI clients see us as a valuable alternative to big consulting firms.

Our philosophy drives our success. We believe that the consulting industry is in need of new approaches. Current practices feature short-term optimizations and large fees. All too often, boards and top managers are too far removed from the decision to contract consulting services. Overambitious projects are launched, but when all is said and done, empty promises remain.

The SGMI consulting approach is unique. SGMI consultants and partners develop sound, long-term success concepts for our clients. We work with directly top decision-makers. Using the increasingly popular St. Gallen Management Model, we integrate company strategy, infrastructure and business environment factors to help the company tackle the challenges of implementation.

Blended-Learning

In collaboration with a renowned American management faculty, SGMI offers demanding online seminars that help enrollees link the knowledge in their companies with cutting-edge content, improve their management practice, and develop their organizations. Using Web-based learning technologies and blended learning, the Institute offers knowledge and learning platforms.

Markets

The globalization of business has brought global management development needs. SGMI offers its know-how in Europe, the United States and Asia. Every year, thousands of executives attend SGMI seminars and events in their regions.



Europe

Switzerland & Germany

In our home market, SGMI is a leading provider of worldclass executive education and management development.

Austria & Eastern Europe

With a presence in Vienna, SGMI offers direct customer care and project development in Austria and the upcoming economies of Eastern Europe.

France, Spain, Italy, Scandinavia, Benelux

The economies of these countries are home to some of Europe's leading firms. With its European knowhow SGMI is an excellent executive development partner for their strategic development at the highest level.

United States

For SGMI, the dynamic US market is equally challenging and interesting. Our presence and attractive seminar offer in Boston, Massachusetts and Fort Myers, Florida, mean that we can offer unparalleled customer closeness. Leading American companies choose SGMI as their partner for management development projects because of our uncompromising – and highly appreciated – focus on customer needs.

Asia

China

China is one of the world's fastest-growing markets. To master this growth, Chinese companies need first-class international management knowledge. For years, SGMI has been offering seminars and programs in Shanghai and counts many Chinese companies as partners.

India

With selected cooperation partners SGMI runs local seminars and symposia with key people from business, science and politics and delivers the latest cutting-edge research first-hand.

Japan

Japan is one of the central hubs of SGMI's Asian presence. For years, SGMI has been meeting the needs of local companies: country- and culture-specific delivery of the latest management and leadership knowledge.

Alumni Network

The SGMI Alumni Network is a powerful business network of more than 10'000 executives. Each member of the alumni network has participated in a SGMI program. SGMI alumni activities support networking among leaders in the most widely varied companies and industries, from global concerns to mid-sized companies from around the world.

Alumni Symposium

Once a year, SGMI invites alumni to a unique event in Switzerland: the Alumni Symposium. The annual SGMI Management Awards are presented, and well-known personalities from business, academia and politics present and discuss important current themes.

Regional Alumni Events

Through regional events – guest presentations, workshops, company visits, reunions and informal social events – regional SGMI alumni clubs give alumni the chance to network, exchange experience and make valuable contacts.

Alumni Knowledge Platforms

The SGMI alumni knowledge platform gives all SGMI alumni learning opportunities through access to its state-of-the-art management knowledge.

Obtain additional information

To obtain further information about International Management Education & Development at the SGMI Management Institute of St. Gallen or to discuss a program please contact us.

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Open Programs: Seminars

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Advanced Management Program

The three-part program is designed for members of the board of directors, entrepreneurs, all C-Suite positions (CEO, COO, CFO, CIO, etc.), managing directors, executive vice presidents, general managers, division heads and managers who seek to prepare for one of these positions.

Concept

The Advanced Management Program is designed for executives who seek a short sabbatical to study the fundamentals of successful business development and to reflect. Top facilitators provide the most recent management insights. Participants are guided to build analogies to their own businesses. Course content is highly practical. Sufficient time is set aside for exchange of experience and personal contacts with fellow executives from various industries. Participants are invited to address the faculty with pressing concerns from their own professional environment. The first part of the program looks at strategic management, the focal point of the executive level. The topics of unit two include financial management, mergers and acquisitions, financial leadership and controlling. Unit three will cover all the relevant topics on leadership management.

Topics

Unit 1

Strategic Management

Good strategies blend creativity, vision and feasibility. Bad strategies are utopian, unspecific and don't communicate well. Our goal is to demonstrate ways to develop concise, well communicated, future oriented strategies designed to generate better results and guarantee long-term employment.

Strategic Options

- > Ways to develop promising strategic options
- > Digital business transformation
- > How to assess and evaluate strategic options
- > How to appraise strategic options in terms of feasibility and success potential

Strategy Formulation

- > Concise strategy formulation; best-practice examples
- > Methods and tools for strategic planning
- > Implementation of strategies

Unit 2

Performance Control in Practice

- > Initiatives to increase financial performance

- > Pro's and con's of the shareholder value concept
- > Determining profitability goals and ways to reach them

Finance Management, Mergers & Acquisitions

Acquiring and divesting businesses, planning of mergers and financing decisions—all these transactions are the responsibility of top management. One of the most renowned lecturers in the field of financial management demonstrates in this part of the seminar how to value, acquire and divest businesses and how to apply modern financial tools.

Unit 3

Leadership Management

- > The concept of integrated management
- > Definition of personal leadership qualities
- > Rules and basics of effective leadership

Communication as Core Competence

- > Characteristics of communication skills for leaders
- > How communication motivates and drives performance
- > How communication frustrates and builds barriers and rejection

Leadership Skills

- > What are my personal strengths as a leader?
- > What development potential do I want to use to improve personal leadership qualities?
- > What changes increase performance and satisfaction of coworkers?

Program dates (3 x 4 days)

Sem-Nr		Place	Date
E-53017	part 1	London	June 26–29, 2017
	part 2	Abu Dhabi	July 12–15, 2017
	part 3	Tokyo	August 21–24, 2017
E-53217	part 1	Luzern	August 28–31, 2017
	part 2	Brunnen	October 23–26, 2017
	part 3	Davos	November 20–23, 2017
E-53317	part 1	Luzern	August 28–31, 2017
	part 2	Brunnen	October 23–26, 2017
	part 3	Luzern	April 16–19, 2018

Program fee*: CHF 12 900.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens01

*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30



General Management Program

The General Management Program is split into three courses. It is for business unit heads and business segment managers with result responsibility, heads of staff functions and project managers, engineers, technicians, lawyers, business administrators and everyone designated for one of these positions.

Concept

Integrated management competence is mandatory for managers with responsibility for results, regardless of their place in the hierarchy: single organizational units, self-reporting teams, profit centers, cost centers, product and market segments, business units or business segments. All these managers have entrepreneurial responsibility of some kind and become "intrapreneurs," entrepreneurs inside their organizations. The integrated management approach provided by this General Management Program offers the methodical knowledge required to succeed as a leader of any area of responsibility. Consequently, this program also serves managers who wish to update and broaden their managerial knowledge and management competencies. After graduating from the General Management Program, participants

- > know most recent business administration knowledge,
- > have an in-depth understanding of the most important concepts of integrated management and
- > can apply methods and tools for implementation in their personal business environment.

Topics

Unit 1

The Integrated Management Approach

Why is managing such a difficult task? Mainly because there are so many issues and unpredictable factors to consider. And because stakeholders have different, sometimes contradicting goals. However, there are certain meaningful criteria for high-quality management. These will be outlined methodically with the integrated management approach.

Strategy and Structures

- > The strategy concept
- > Business segments as planning units
- > The strategic "must-analyses"
- > Promising strategy options
- > Methodology of strategy formulation
- > Most recent structural approaches
- > Functional strategies
- > Digital strategy

Unit 2

Financial Leadership and Controlling

- > Basics of financial leadership
- > Understand and utilize balance sheet, profit and loss accounts and financial reports
- > Cash flow statement
- > Planning and budgeting
- > Investments and profitability accounting
- > Financing options
- > Controlling systems and methods
- > Performance improvement programs

Unit 3

More Efficiency with Leadership

The way a manager leads coworkers and teams directly influences the effectiveness of an organization. Motivating people is important because encouraged workers achieve better results. How important are rules? And which rules lead to above-average results? What arsenal of leadership techniques does a great leader need to intuitively master every possible situation?

- > Basics of efficient leadership
- > Prerequisites for successful leadership
- > Developing leadership personality
- > Leadership behavior, social competence
- > Employee management tools
- > Leading teams to success

Program dates (3 x 4 days)

Sem-Nr		Place	Date
E-88217	part 1	Hamburg	August 21–24, 2017
	part 2	Davos	September 25–28, 2017
	part 3	Davos	October 23–26, 2017
E-88317	part 1	Hamburg	August 21–24, 2017
	part 2	Davos	September 23–26, 2017
	part 3	Steckborn	April 23–26, 2018
E-88118	part 1	Berlin	March 12–15, 2018
	part 2	Steckborn	April 23–26, 2018
	part 3	Brunnen	June 18–21, 2018

Program fee*: CHF 9500.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens12

*Invoicing in EUR possible (depending on current currency rate)

Strategic Business Management

This program in two parts is for executives who have recently taken the reins of a company or a major profit center, or will soon take on such a position. Participants improve their competencies in strategic business management, market positioning and management of financial results.

Concept

The career jump from a functional management position, from being a “high potential” manager or specialist, to a position with general management responsibility is significant and requires preparation. Entrepreneurial skills are required: more leadership, less execution; discovery of new ventures, identifying and seizing opportunities; developing business models; tracking profit potentials; crafting and implementing strategic concepts, inspiring and motivating coworkers. Being successful in the new position takes more than diligent, timely execution of orders. Results achieved become the sole measure of a career; excuses for missed goals hardly interest anyone. The responsible person will always be measured on outcome.

The Strategic Business Management Program is a valuable support for this transition. The course focuses on two main subject areas. In Unit 1, participants learn how to define and implement crystal-clear, concise strategies with high probability of success. Unit 2 enhances competencies of successful financial management. Participants learn the essential methods and techniques for transforming market accomplishments into economic success and actively optimizing results.

Topics

Unit 1

Strategic Business Management

- > Overview and methodology of strategic business management
- > The career jump from functional management to general management

Strategic Navigation

- > How to keep the big picture
- > The ability to develop simple solutions, even in complex situations
- > The Integrated Management Approach

Defining the Current Position

- > Practical application of vital analysis tools
- > Core strategic analyses
- > Instruments and tools

Strategic Options

- > Creativity and foresight in search of the ideal future position
- > Powerful visions and realism

Formulating Strategies

- > Formulating strategic targets
- > “Promising” or “absurd”: How to assess the plausibility of strategies
- > Transparency, acceptance and willingness to change as implementation criteria
- > Considering trends in digital strategy and online marketing

Unit 2

Evaluation of the Financial Situation

- > Quick analyses of financial plans, controlling reports, cost accounting and budgets
- > Getting a general financial overview

Financial Goals and Value Added

- > Planning internal growth while keeping up financial stability and profitability
- > The logics of shareholder value
- > Options for increasing shareholder value

Financing and Liquidity

- > Optimizing capital employed
- > Managing liquidity

Valuation, Mergers & Acquisitions

- > Value calculation: methods and practical aspects
- > Selecting and evaluating acquisitions

Program dates (2 x 4 days)

Sem-Nr		Place	Date
E-44217	part 1	Luzern	August 28–31, 2017
	part 2	Brunnen	October 23–26, 2017
E-44017	part 1	Tokyo	November 06–09, 2017
	part 2	Singapore	December 04–07, 2017
E-44317	part 1	Luzern	August 28–31, 2017
	part 2	Flims	June 11–14, 2018

Program fee*: CHF 9900.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens06

*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30



This seminar with immense practical relevance is designed specifically for managers involved in strategic planning and implementation like members of the executive board, entrepreneurs, managing directors, profit centers heads, managers responsible for strategic development, managers playing a key role in strategic implementation, and professionals in corporate development.

Concept

The challenge of management is dealing with complexity and dynamic change. Change processes aimed at the long-term prosperity of the firm have to be initiated, designed and steered at the right time. Here, strategic management plays an essential role. Recognizing trends and major changes early is the key to identifying options for safeguarding and developing current businesses and market positions. Strategic options must be evaluated carefully, and the strategy perceived to be the best must be implemented with all the necessary resources and actions. Based on a creative orientation to key customer needs and new technologies, new business opportunities and their perspectives should be identified and targeted.

What makes good strategies better than bad ones? Does it make sense to have a strategy in turbulent times, or can a firm do as well without a strategy? Are strategies just workshop topics, or should they be part of an evolving business-development process? Participants in this seminar learn to develop strategies methodically, using proven, practical tools from business consultancies. They learn how to efficiently control and coordinate the processes of developing and implementing strategy.

Topics

The Concept of Strategic Management

Introduction to the basic philosophy of strategic management, history of strategic management, empirical insights, methodologies and practical application of strategic management:

- > Strategy as turning point for the future
- > The most important strategic questions
- > The process of strategy formulation and strategy implementation: the strategy approach
- > Strategic management in turbulent times

Business Segments as Planning Units

- > Business segments as strategic planning units
- > Segmentation: options, approach
- > Best-practice examples and tools

Recognizing the Strategic Call for Action

- > Anticipation and early recognition of changes
- > Key analytical methodologies; practical exercises with structured tools and best-practice examples
- > Driving forces for new strategies

Promising Strategic Options

- > Ways to develop promising strategic options
- > How to assess strategic options and evaluate their advantages, disadvantages and prerequisites for their implementation
- > How to appraise strategic options in terms of feasibility and success potential

Strategy Formulation

Strategies are crafted following an evaluation of the most promising future strategic options. Good strategies are simple, concise and easy to communicate; they can be unfolded and integrated into everyday business life.

- > Concise strategy formulation; best-practice examples
- > Methods and tools for strategic planning
- > Functional strategies
- > The impact of new media and digital strategies

Changing Structures

Usually, organizational structures are advantageous only for a certain time and business situation. Strategic change often dictates change of organizational structures. Unfortunately, "structure follows strategy" is often misinterpreted as "structure follows trend."

Successful Implementation of Strategies

- > Knowing and overcoming barriers to implementation
- > Implementation as a managerial responsibility

Program dates (4 days)

Sem-Nr	Place	Date
E-70217	Luzern	August 28–31, 2017
E-70017	Shanghai	November 13–16, 2017
E-70118	Flims	March 19–22, 2018

Program fee*: CHF 4900.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens05

*Invoicing in EUR possible (depending on current currency rate)

Marketing Management

The Marketing Management Seminar is an intensive course that introduces the methods, processes and effects of modern marketing.

Concept

Marketing is an important driver of success. Even the best product or the most innovative offer cannot be successful if customers do not need it, want it or know about it. The most important purpose of marketing is to coordinate market needs and requirements with a company's capabilities and potentials. Concentration on very specific customer benefits enables price flexibility due to competitive advantages, customer preferences and efficiency in sales. Three core aspects need to be optimized:

Marketing Culture

The main concerns of every marketing philosophy are to align all organizational entities with customer needs and to create an overall orientation on total customer satisfaction. This is a challenge for all employees of an organization: customer orientation is not just about marketing and sales. The question is how to develop and cultivate a customer-oriented mindset.

Marketing Concept

The marketing concept defines how a company will achieve market success. Participants learn how to develop, evaluate and implement a marketing concept.

Sales Management

The best concepts are worthless without brisk sales. How can a company increase sales performance, develop new sales systems and design new distribution channels?

Subjects

Rules of the Market

- > Logics of the market
- > Effects of diverse market constellations
- > Success in pioneer markets, growing markets, saturated and shrinking markets. Can markets be created?

Market Analysis

- > Developing and evaluating market analyses
- > Research of customers and end-user behavior
- > The importance of competitive analysis. Conducting competitive analysis and gathering competitive intelligence.
- > Is there a measurable dynamic that may offer external and internal customers significant potential benefits?
- > Measures to sustainably improve customer focus

Marketing Strategy

- > Vision, corporate and business strategy are prerequisites for the marketing strategy
- > Corporate identity, business mission, image strategy and branding
- > Proper strategic positioning leads to market success
- > Prospective competitive positioning with quantitative goals
- > From market segmentation to target marketing
- > New marketing approaches
- > Innovation management

Marketing Concept

- > Product concept, performance differentiation, assortment concept, product line strategy
- > Service concept and service policy
- > Target segment-specific fine-tuning
- > Market segment-specific marketing decisions
- > Strategies for countries, markets and branches
- > Concepts for market entry and development of new markets
- > Pricing strategies and political scope of prices
- > Covering additional points of sales with online marketing

Market Management

- > Improving the revenue and profit potential of the existing customer base
- > Entering new markets and new customer segments
- > Profitable growth with customer value concepts

Marketing Mix

- > Communication is the precursor for success
- > Sales concepts and sales success
- > Sales promotion and sales support

Leadership in Marketing

- > Structural integration of marketing

Program dates (4 days)

Sem-Nr	Place	Date
E-71117	Frankfurt	April 24 – 27, 2017
E-71217	Berlin	November 13 – 16, 2017
E-71118	Berlin	April 23–26, 2018

Program fee*: CHF 4500.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens07
*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30

A three-day intensive seminar for managers from all fields of work eager to master the world of online marketing and social media. Find out everything you need to know about online marketing & social media in a compact and practice-oriented course before incorporating your new up-to-date knowledge into your company's online marketing and social media activities.

Concept

Companies have to face the challenges of evaluating the benefits offered by online marketing and social media channels and learn how to benefit from them. The seminar provides an overview of and an in-depth insight into how both B2C and B2B companies can evaluate the potential of online marketing channels such as search engine advertising (e.g. Google Adwords), search engine optimisation, affiliate marketing, e-mail marketing and social media for their own business activities. After successfully completing the seminar, you will have comprehensive knowledge of all relevant online marketing and social media channels as well as their opportunities. You will be able to assess the different options available, learn how to measure and monitor online marketing activities and know how to create an online marketing and social media strategy for your company. This seminar will provide you with well-grounded fundamental knowledge allowing you to confidently decide whether and how online marketing and social media channels can be used to bring maximum benefits to your organisation. After all, you not only want to achieve optimal results, but also a perfect balance in terms of costs, time and resources involved.

Main Topics

Online Marketing

- > Overview and Introduction
- > Presentation of relevant channels
- > Online marketing objectives

Search Engine Optimisation

- > How SEO works
- > Overview of the most important ranking factors
- > How to calculate the value of a Google ranking
- > Objectives of search engine optimisation and its potential of success

Affiliate Marketing

- > How affiliate marketing works
- > Compensation models and calculating ROI
- > What to bear in mind when using affiliate marketing

Online Advertising

- > Overview of online advertising options
- > Search engine advertising with Google Adwords (SEA)
- > Compensation methods (CPM, CPC, CPO, etc.)
- > Retargeting and behavioural pricing
- > Implementation, cost-benefit analysis and resource planning

E-mail Marketing

- > E-mail marketing: Introduction and overview
- > The elements and options involved in a customised newsletter
- > Integrating E-mail marketing in the digital marketing mix

Social Media

- > Why and how does social media work for companies?
- > The definition of relevant areas of application of social media
- > Structure and elements of a social media strategy: as-is analysis, objectives, target groups, selecting channels, content management, campaigns, community and crisis management, seeding and linkage in the marketing mix, implementation and application, performance reviews, monitoring success and legal foundations
- > Introduction to the most relevant social media channels: Facebook, Google Plus, Instagram, Pinterest, Twitter, YouTube, XING, LinkedIn, etc.
- > Social advertising
- > How hashtags work and how to use them

Online Marketing Strategy

- > Examples of B2C and B2B online marketing strategies
- > What objectives can be achieved with which channels?
- > Working together to develop an online marketing strategy
- > Measuring cross-channel success by tracking and monitoring performance across different channels

Program dates (3 days)

Sem-Nr	Place	Date
E-48217	Wildhaus	September 11 – 13, 2017
E-48118	Flims	March 19 – 21, 2018

Program fee*: CHF 3300.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens19
*Invoicing in EUR possible (depending on current currency rate)

Financial Management for Executives

Intensive seminar on executive and general management level covering the most important aspects and trends of financial steering and financial management.

Concept

Every manager with result responsibility affects financial parameters with his decisions and, besides strategic and market success, is also judged on financial results. Shareholders, owners, bankers and analysts expect increasing profits, cash-flow and free cash-flow, return on equity and, in the case of listed companies, rising stock prizes and dividends. This pressure on management demands that every executive master the tools of financial management.

This seminar is specially designed for:

- > Managers, entrepreneurs, directors, members of the executive board, business owners and business partners
- > Divisional heads, heads of major business units and profit centers, general managers of subsidiaries
- > Managers and specialists of corporate and financial planning
- > Executives involved in acquisition, divestiture or mergers of companies or business units

Topics

Financial Overview

- > Analysis of financial and annual reports, recognizing optimization potential
- > Cash-flow analysis, performance evaluation
- > Accurate budgeting, planning and controlling
- > Analysis of costs, volume and profit

Mastering Drivers for Efficiency and Profitability

- > Performance drivers
- > How to increase profitability and efficiency

Financial Goals and Value Added

Management is expected to take shareholder interests better into consideration with increasing stock prices and dividends. Consequently, the pressure on management causes a change in the performance systems of a company. The importance of profit goals, such as return on equity, will rise.

- > Planning internal growth while keeping up financial stability and profitability
- > The logics of shareholder value
- > Options for increasing shareholder value
- > Pitfalls and limitations
- > Impact of value added concepts
- > Cost of capital

Valuation, Mergers & Acquisitions

- > Value calculation: methods and practical aspects
- > Selecting and evaluating acquisitions
- > Acquisitions as portfolio management tool
- > Evaluating acquisition targets and procedure
- > Taking advantage of synergies offered by mergers and alliances
- > Analyzing and assessing synergy effects
- > The post-merger syndrome

Secure Financing

- > Impact of strategic decisions
- > Alternative financing concepts; advantages and disadvantages
- > Financial engineering
- > Weighted average cost of capital (WACC)
- > Financing strong revenue growth

Cost Management

- > Defining and managing cost drivers
- > Complexity drives costs
- > Definition of strategic cost position

Restructuring and Portfolio Clean-up

- > Early warning indicators for restructuring
- > Identifying profitable and unprofitable businesses
- > Securing profitable businesses
- > Disposing of unprofitable businesses
- > Developing a sustainable restructuring concept
- > Business portfolio and portfolio clean-up

Reorganization and Turnaround

- > Qualification for reorganization
- > The reorganization concept
- > Achieving the turnaround

Program dates (4 days)

Sem-Nr	Place	Date
E-73117	Davos	June 19–22, 2017
E-73217	Brunnen	October 23–26, 2017
E-73017	Tokyo	December 04–07, 2017
E-73118	Flims	June 11–14, 2018

Program fee*: CHF 4900.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens08
*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30

Seminar for nonfinancial managers of all business segments, who hold responsibility for revenue, results or profits.

Concept

Financial results are not just bottom-line variables at the end of the year. Financial results of an organization have to be planned and actively influenced. The financial effects have to undergo controlling. This seminar provides systematic, practical understanding of the relevant instruments in the fields of finance, accounting, controlling and profit and result management. Exercises and smaller case studies with IT tools help cement lessons learned and foster application in participants' companies. Attendees include general managers, divisional and business unit heads, profit center and project managers, and junior managers,

- > **who seek to undergo an intensive methodical and practice oriented training in the basics of financial management and controlling in order to improve their managerial skills;**
- > **who seek to safeguard future business success with an understanding of the frameworks of financial management, accounting, and controlling;**
- > **who intend to support finance, accounting and controlling with substantial impulses and seek to reduce dependency on specialists.**

Topics

Overview of Financial Management

- > Financial management as part of integrated business administration
- > Instruments and methods for managing profits, results, cash-flow, liquidity and shareholder value
- > Superior goals as targets

Financial Management Tools

Proper use of financial tools to get the financial situation of the firm under control.

- > Comprehensive use of balance sheets, profit and loss statements and financial reports
- > Overview of accounting standards and accounting practices
- > Financial management with performance ratios
- > Flow of funds statements (cash flow statements)

Cost Accounting

- > Characteristics, functions and basics of cost accounting
- > Cost allocation (object of costing, cost accumulation, cost apportionment)

- > Full costing and direct costing
- > Calculation systems with marginal costs and contribution margins
- > Managerial accounting
- > Break-even analyses

Planning and Budgeting

- > Development of effective planning and budgeting systems
- > Planning as a tool for coordination and controlling

Investments and Cost Effectiveness Analysis

- > Investment planning
- > Methods of cost effectiveness analysis

Strategic and Value Based Controlling

- > Developing strategic controlling tools
- > Using balanced scorecards (BSC) to operationalize strategies
- > Performance controlling
- > Sustainable enhancement in value

Profit Management

- > Profit goals and profit potentials
- > Levers of active profit management
- > Profit improvement programs
- > Customer orientation opposed to result orientation

Achieving Results

- Executives who are responsible for a company or for a business unit have to deliver results. How can they achieve results?
- > Procedures to ensure liquidity
 - > Ways, concepts and processes for increasing profit, cash-flow and result contributions
 - > Influencing factors and actions to achieve profitability goals
 - > Corporate value: Contribution to lasting value added

Program dates (4 days)

Sem-Nr	Place	Date
E-74117	St. Gallen	May 15–18, 2017
E-74217	Davos	September 25–28, 2017
E-74018	London	January 22–25, 2018
E-74118	Steckborn	April 23–26, 2018

Program fee*: CHF 3900.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens09

*Invoicing in EUR possible (depending on current currency rate)



Leadership for Executives

This seminar, designed for senior executives, is a concentrated overview of the core components of executive leadership management.

Concept

Well-managed companies are primed for success: their profitability is above the industry average, and their strategic investments enable timely entry into attractive business fields. An electrifying atmosphere motivates teams to engage in common projects and goals. There is no room for power struggles and intrigues; all that counts is a winning spirit and a desire for top performance. The main goal of strategic leadership is to transform visions into actual concepts and to motivate coworkers to support implementation.

Comprehensive leadership qualities are an essential prerequisite for executive success. The Leadership for Executives seminar demonstrates these leadership qualities in a concentrated way.

The program addresses senior executives, particularly:

- > **Top managers, upper level managers and specialists with management responsibility who seek to achieve above-average results with their teams and employees, and who intend to hone their leadership and coaching skills.**
- > **Executives with result responsibility whose position requires a high degree of decision making strength and implementation skills.**

Topics

Integrated Leadership Concept

Managers are usually committed professionals; not every manager, however, is a good leader.

What characterizes excellence in leadership? What makes a leader?

- > The concept of integrated management
- > Definition of personal leadership qualities
- > The role of a leader
- > Rules and basics of effective leadership

Communication as Core Competence

Integrating communication skills as a core competence for leadership is a prerequisite for full effectiveness in leadership processes.

- > Communication as a vital core competence for leadership
- > Characteristics of communication skills for leaders
- > How communication motivates and drives performance
- > How communication frustrates and builds barriers and rejection

Leadership Skills

Research shows what characterizes outstanding leaders. We know which leadership styles are most effective in certain situations and which behavior we should avoid to prevent unsatisfactory leadership performance. We can learn from most of these findings, because effective leadership behavior can be trained and practiced.

- > What are my personal strengths as a leader?
- > What development potential do I want to use to improve personal leadership qualities?
- > What changes increase performance and satisfaction of coworkers?

Developing a Personal Leadership Style

- > Alternative leadership styles
- > Reasons why more than one leadership style is necessary
- > Situations for cooperative leadership
- > Situations where too much leadership harms
- > Situations for authoritarian leadership
- > Situational leadership applied

Leadership in Implementation Processes

Employees rarely welcome new strategies, new structures and new concepts from top management enthusiastically. Employees react with skepticism, distrust and stagnation; only a few people see a great opportunity in change. Implementation of change processes doesn't happen just by pressing a button or by giving orders; it happens on the operational levels, executed by employees who may reject change project partly or totally.

- > Gaining acceptance for change
- > Change management as vital leadership challenge

Program dates (4 days)

Sem-Nr	Place	Date
E-52117	Luzern	May 08–11, 2017
E-52017	Singapore	June 26–29, 2017
E-52217	Davos	November 20–23, 2017
E-52118	Luzern	April 16–19, 2018

Program fee*: CHF 5500.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens10

*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as **Company-specific Program:**
Phone +41 (0)71 223 50 30



Seminar particularly suitable for managers who have little or no leadership experience, but who will soon be leading employees and teams. Specially designed for junior executives as well as for specialists and upcoming managers of all business segments.

Concept

Leadership begins when the diligent work of a single person won't do the job anymore, when joint efforts are necessary to reach goals. Motivating employees for common goals and boosting performance call for high leadership competence. The goals of this course are:

- > **Demonstrate essential elements and correlations between result-oriented and employee-oriented leadership.**
- > **Learn to effectively apply the instruments and methods of leadership.**
- > **Recognize the importance of social competence and question personal leadership behavior in teams and in management processes.**

Topics

Basics of Effective Leadership

- > Leadership skills as a basis for advancing professional careers
- > Leadership skills as a prerequisite to achieving results
- > Practical leadership, the role of the leader

Psychological Insights

- > Better understanding of human behavior
- > Better understanding the behavioral patterns of employees, coworkers and superiors
- > Situational leadership considering psychological insights

The Effective Leader

- > Harmony between leadership mission and personality
- > Balance of professional and private goals
- > Development of personal leadership potential
- > Growing personal impact
- > Coming across to others, convincing, prevailing
- > Caring for coworkers, being a role model
- > Gaining acceptance, trust and loyalty of coworkers; being enthusiastic about common goals
- > Prerequisites for successful Leadership
- > Leadership culture and atmosphere
- > Importance of trust and candor
- > Leadership philosophy
- > Scope and personal organization

Personal Leadership

- > Finding a personal professional style
- > Setting priorities, time management
- > Getting over inner barriers
- > Problem solving in complex decision making situations
- > Delegating and letting others shine

Becoming a Leader

- > Characteristics of leaders
- > What differentiates leadership personalities?
- > Skills for thorough leadership competence

Solution-Oriented Communication

- > Communication as a leadership challenge
- > Open discussion of opposite points of view
- > Communication skills and bargaining skills as success factors
- > Accepting or solving systematic conflicts
- > Addressing home-made conflicts
- > Techniques of solution-oriented communication

Social Competence

- > Social competence as a prerequisite for effective leadership
- > Elements of social competence
- > Self analysis and second opinion
- > Techniques for developing social and emotional intelligence

Leading Teams to Peak Performance

- > Creating a winning spirit
- > Characteristics of successful team culture
- > Hierarchical or nonhierarchical structure?

Program dates (4 days)

Sem-Nr	Place	Date
E-75017	Shanghai	March 13–16, 2017
E-75117	Brunnen	June 19–22, 2017
E-75217	Davos	October 23–26, 2017
E-75118	Brunnen	June 18–21, 2018

Program fee*: CHF 4500.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens11
*Invoicing in EUR possible (depending on current currency rate)

Successful Negotiation and Communication

Three-day intensive seminar with the goal of getting to know the techniques, strategies and tactics of successful negotiations and apply them in business life. Ideal for managers who want to improve their negotiation and reasoning skills and enhance their powers of persuasion.

Concept

A leader constantly faces situations in which he needs to represent his own position and to achieve the best results for his business, his project, his strategy or his team. In this context, interdisciplinary negotiation, communication and reasoning skills are of decisive importance. Conversation, argumentation and negotiation skills is the ability to convincingly act and to meet the negotiation or dialogue partners - be they superiors, colleagues, customers or external stakeholders such as suppliers, politicians or investors - with a sophisticated negotiation technique in order to achieve the desired goals. The challenge is always to reach a constructive agreement and to lead the negotiation in such a way that a sustainable win-win strategy for all parties involved is generated. In this intensive seminar, participants acquire successful negotiation techniques to better understand and lead negotiations in every situation. In addition, you will learn how to analyze negotiation partners and their motives thoroughly, interpret group processes and how to keep a cool head in difficult situations. The knowledge transfer in the seminar is supported by the integration of real-life examples and the application of practical cases.

Topics

Basics: How you learn to successfully negotiate

- > What is basically at stake in negotiating?
- > How can you measure the success of a negotiation?
- > The biggest mistakes that you can commit while negotiating
- > Your personal negotiation style - competitive versus cooperative bargaining
- > Understanding negotiation as a process

Preparation: Prepare for the Negotiation in Advance

- > Without goals it does not work
- > Where does the other stand?
- > Create the perfect atmosphere

Attitude: Gain Self-Motivation through the right Attitude

- > The right mood and setting
- > Sources of motivation
- > Thoughts are two way street

Needs analysis: Find out the Purpose Objectives of your Negotiating Partner

- > Be aware of the importance of body language
- > Listening is also an art
- > Create confidence and a positive basis for discussion

Argumentation Phase

- > Be a problem solver, and provide individual benefit
- > Take the self-esteem of your negotiation partner into account
- > Be aware of the different levels of communication
- > Use the power and magic of language
- > Use the secret psychology of influence
- > Make use of feedback techniques to improve negotiations

Dealing with Objections

- > Regard every objection as a common means to a successful completion
- > Meet objections effectively
- > What to do if the partner is unfair

Price Negotiations

- > Use-oriented sales and prices by added-value
- > Create alternatives, and create a list of concessions

Conclusion

- > How to ensure the success of the negotiations
- > What to do if the negotiators still hesitate
- > Negotiating the relationship

Follow-up

- > Analyze the satisfaction of your negotiation partner
- > Reflect on the transaction, and document the results
- > Maintain and use the relationship

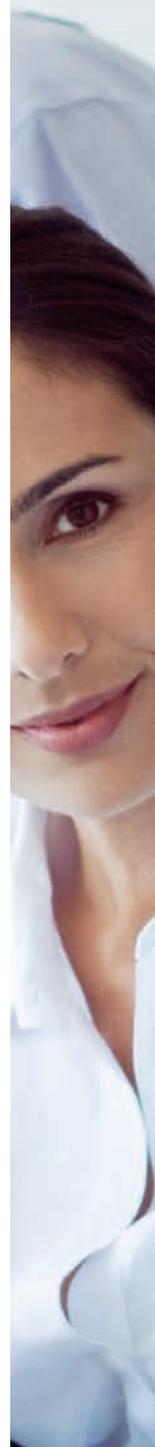
Program dates (3 days)

Sem-Nr	Place	Date
E-33017	London	June 26–28, 2017
E-33217	Luzern	October 16–18, 2017
E-33118	Steckborn	April 09–11, 2018

Program fee*: CHF 3300.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens18
*Invoicing in EUR possible (depending on current currency rate)

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30



The International Executive Program is designed for professionals who seek an update on the most recent knowledge on international and global management issues after several years of practical experience. The Program challenges and questions personal concepts and behaviors.

Concept

A major portion of a professional's business knowledge typically comes from practical experience. This practical know-how is important because it shows what really works. But is it enough to survive in an ever-changing business environment? During the last few years of globalization and internationalization, management theories and methods have changed significantly. Prerequisites and success factors for entrepreneurial excellence have changed dramatically. We live in a time of structural shifts that cause and requiring change.

Executives cannot deny these shifts and should embrace them as a challenge and an opportunity for new approaches to success. Successful change management requires understanding the integrated management approach: the processes involved, global competition and regional circumstances and the perspectives of an increasingly dynamic environment.

The International Executive Program rests on a fundamental question: Which findings, management methodologies and management concepts do managers need to master and apply in order to successfully steer an organization?

Topics

Unit 1

Business Development and Global Management

The first part of the International Executive Program provides information about new management trends and offers insights into how management in a global environment really works. Participants experience how business ventures are born and how business concepts are utilized to successfully roll them out into target markets.

- > How to succeed with new business models
- > Strategies, core competencies, and cultures of international and global organizations
- > Change management as a prerequisite for opportunity based leadership; Organizational leadership

Best Practice

The International Executive Program blends management thinking from different cultures. The seminar weeks in USA/China include a best-practice module. Participants will visit or analyze several companies onsite.

Unit 2

Financial Overview

- > Analysis of financial and annual reports
- > Cash-flow analysis, performance evaluation

Financial Goals and Value Added

- > Planning internal growth while keeping up financial stability and profitability
- > Impact of value added concepts, EVA & WACC

Mergers & Acquisitions, Valuation

- > The practice of mergers & acquisitions
- > Value calculation: methods and practical aspects

Unit 3

Integrated Leadership Concept

Managers are usually committed professionals; not every manager, however, is a good leader. What characterizes excellence in leadership? What makes a leader?

Communication

Integrating communication skills as a core competence for leadership is a prerequisite for full effectiveness in leadership processes.

Personal Leadership Skills

Research shows what characterizes outstanding leaders. Which leadership styles are most effective in certain situations and which behavior should we avoid to prevent unsatisfactory performance?

Program dates (1 x 5 days + 2 x 4 days)

Sem-Nr		Place	Date
E-54417	part 1	Boston	October 16–20, 2017
	part 2	Davos	November 20–23, 2017
	part 3	Flims	June 11–14, 2018
E-54118	part 1	Berlin	Feb 26–March 02, 2018
	part 2	Luzern	April 16–19, 2018
	part 3	Flims	June 11–14, 2018

Program fee*: CHF 13 900.– (plus 8% VAT for seminars in Switzerland)

Further information and booking via internet: www.sgmi.ch/ens02

*Invoicing in EUR possible (depending on current currency rate)

Boston Strategy Program

Intensive five-day management program, featuring international speakers, that covers the success factors of effective strategic leadership. Particularly suitable for executives, directors, managers responsible for business divisions or units and those who carry strategic management responsibility.

Concept

Successful companies are different from their competitors. They are unique. Not exchangeable. Their valuable customer benefits are confirmed again and again. Their brand stands for something special. They are ahead of the competition because their capabilities cannot be easily copied: well thought-out, carefully designed and marked by consistently managed success.

Building a secure, competitive advantage requires focus and conscious use of resources. The task of top management is to provide strategic clarity:

- > What is the company's central success position?
- > What distinguishes the company from the competition?
- > What unique benefits does the company offer customers?
- > How can all company divisions and business units be aligned with the principles and ideas of the overall strategy?

Topics

Strategic Management in Transition

Strategic planning means actively concerning yourself with securing the future of the company. Strategic leadership is about transforming the results of your strategic consideration and discussion into concrete policies and actions at all levels of management. Strategic implementation should then lead to demonstrable results for the purpose of securing this future. So much for theory.

What about practice? Dynamic, unpredictable markets and increasingly difficult business conditions make the quality and quantification of strategic planning more difficult than ever before. For the conversion of strategic concepts into level-appropriate plans and objectives, the instruments are missing, or too slow and cumbersome. So, strategies get bogged down in the quick-sand of implementation.

How can you optimize the chances of your deployment strategies?

- > The process of strategic planning
- > Strategic management in the age of digital business transformation

- > What distinguishes good from bad strategies
- > How to formulate and represent strategies instrumentally
- > First implementation barriers: structure, culture, processes and lack of core competencies
- > How to communicate strategies
- > Early warning systems; strategic control
- > The art of strategy implementation

New Approaches for Market Success

Customer focus alone is no longer enough. Few companies can afford to ignore systematically studying customer needs, controlling customer satisfaction and developing a customer-oriented company culture.

- > The new consumer and customer
- > Consequences of globalization for marketing strategy
- > Brand strategy, identity and positioning
- > Innovation and service leadership
- > Exploiting the opportunities of new media

Implementation and Leadership

Modern management in an international environment requires a high degree of identity, trust, entrepreneurship and self-organization. The Boston Strategy Program shows you how to tackle these challenges in your own company, so you can develop an effective, implementation- and result-oriented management culture.

- > Specifying vision, mission and key objectives
- > Anchoring culture and values in the company
- > Designing a simple, transparent structure
- > Providing for leadership and implementation
- > Change management as a tool for implementing beneficial, value-added change
- > Introducing well-aligned control and incentive models

Program dates (5 days)

Sem-Nr	Place	Date
E-59117	Boston	June 05–09, 2017
E-59217	Boston	October 16–20, 2017
E-59118	Boston	October 15–19, 2018

Program fee: CHF 5400.– Invoicing in EUR possible (depending on current currency rate)
Further information and booking via internet: www.sgmi.ch/ens13

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30

Asia figures prominently in the growth strategies for many European companies. The lure of booming demand has to be matched, however, by the capability to handle the business challenges this huge and diverse market poses. In the decade and a half since the 1997 Asian crisis, culture, management styles, business strategies and markets have transformed completely.

Concept

The seminar is conducted over three days, with each focusing on a distinct aspect of business in Asia. It draws on the most advanced findings, experiences and effective instruments in international business to equip you to address strategy, market development and business management in Asia competently. On the first day the focus will be on providing a clear picture of what Asia is today, by providing and understanding regulatory practices, cultural peculiarities, business strategies and market factors relevant to the key Asian economies. Although there is ample information available today, the hidden realities of Asian economies and their pulse are largely uncharted territories for European managers – even those who have lived and worked in Asia. The second day deals with the structure and logic of markets and segmentation in Asia and discusses the impact of new trends in consumer behaviour. There are several misconceptions about market segmentation and distribution channels for products and services in Asia, and often, expectations and procedural requirements of European companies may contradict market realities. By evaluating successful business models and effective strategies adopted by both Asian and Western companies, participants of the seminar will acquire a secure base from which to deploy their own strategies. The third day is devoted to scrutinizing the capabilities and growth strategies of the participants' companies using a series of exclusive instruments derived from the St. Gallen Management Model. They will allow participants to assess their company's competitive position in Asia and plan effective measures to grow sustainably. This is a hands-on application opportunity for the insights and instruments acquired in the seminar.

Topics

Framework Asia

- > Realities behind the image: What you think you know but what is not true
- > Regulatory practices post 1997 crisis
- > What to expect in the future
- > Business challenge of growth into Asian: Cost and risk confronted

Culture and Trends

- > Communication and management styles in Asia: Profiles of Asian managers
- > What has changed since the 1990ies
- > Comparison of cultural idiosyncrasies in China, Indonesia, Vietnam, Singapore and India
- > What Asians think about Europeans and how they deal with them
- > Asian interest in European businesses

Business Models and Strategies of Asian Companies

- > Case studies on technology companies, distributors, consumer goods producers and service sector corporations
- > Evolution of business models and strategies
- > What Europeans should learn from Asian companies

Market Specifics of Asia - Segmentation, Distribution Channels and Target Audiences, Product Packaging

- > Segmentation: Asia has client segments which do not exist in Europe
- > Distribution channels and target audiences: Implications of downstream realities for your business
- > Product packaging: Profile of the client utility map for Asia

Compass for your Company to succeed in Asian Markets

- > Must haves for business growth and success in Asia according to the internationalization compass
- > Positioning your company against competition: Business stress test with the strategy canvas and internationalization compass

Program dates (3 days)

Sem-Nr	Place	Date
E-34217	Davos	August 21 – 23, 2017
E-34317	Singapore	November 13 – 16, 2017
E-34118	St. Gallen	June 04 – 06, 2018

Program fee*: CHF 3900.– (plus 8% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens17
*Invoicing in EUR possible (depending on current currency rate)

This five-day executive seminar gives experienced managers a deep understanding of doing business in China. It shows not only the best strategies for profitably setting up a successful business in Asia's growing regions, but it also shows how to avoid problems and overcome barriers.

Concept

It is crucial for any company looking to compete in Asian markets and wanting to profit from their vast potential to understand both Western and Chinese management practices.

This seminar is designed for top and upper-level executives who want the most recent knowledge of doing business in China:

- > for current or soon-to-be expatriate managers
- > for members of multinational teams, and
- > for executives planning to redefine their business models by identifying new opportunities in China, or seeking to broaden their knowledge of Chinese management practices.

Participants gain from a substantial selection of examples, best practices and case studies that show both the opportunities and the threats that organizations face when they enter emerging markets in Asia, especially China.

The following aspects are discussed:

- > Adequate strategies to profitably enter economically growing regions in Asia
- > Which strategies work best to establish a successful business in South and East Asia?
- > Many companies miss the opportunity to participate fully and efficiently in emerging markets due to negative experiences: How is it possible to avoid problems and barriers in advance?

Topics

The Big Picture: China and its business and cultural environment

- > The dynamics of globalization and China's role in it
- > How is doing business in China different?
- > What are the challenges of running a business in China?

Why China?

- > The challenges of globalization
- > Selective differentiation and adaptation of successful global players
- > 'Think global, act local' as part of global integration and local adaptation
- > Regional market segmentation

China's market: facts and figures

- > Market size and market potential
- > Identifying regions with growth potential in China
- > What makes China's market attractive?

The soft factors

- > How different cultures and value systems in businesses and organizations influence business practice
- > Typical cross-cultural misunderstandings: the managerial implications of Chinese culture
- > Human Resources challenges in China

The challenges of entering China's market

- > Emerging markets: Success factors for market entry
- > A step-by-step concept for entering the market
- > Analyses of threats and barriers to market entry
- > Adapting and implementing organizational models, processes and structures

Real cases

- > Examples of successful strategies for medium-sized businesses and big corporations in China
- > The case of a European company in China: entry, reorganization and subsequent growth in a turbulent environment

Program dates (5 days)

Sem-Nr	Place	Date
E-46117	Shanghai	May 15–19, 2017
E-46118	Shanghai	April 23–27, 2018

Program fee: CHF 6400.– Invoicing in EUR possible (depending on current currency rate)
Further information and booking via internet: www.sgmi.ch/ens16

INHOUSE

As well available as Company-specific Program:
Phone +41 (0)71 223 50 30





Masters & Diplomas

Masters & Diploma Degrees St. Gallen

What makes SGMI Masters Degrees and Diplomas unique? They are based on the Institute's renowned holistic, system-oriented management model: tailored to participants' needs, with the right breadth and depth of content, conveyed in intense, goal-oriented learning activities.

The Basis: Integrated, Systems-Oriented Management

Management teachings and education are characterized by a confusing multiplicity of scientific theories and methods. Most of them stress one aspect of management, and few seem to be related. Managers confront a „jungle“ of management ideas. The St. Gallen Management Model cuts through the confusion.

- > The St. Gallen Management model makes sense of management practice by capturing a wide range of management concerns in a clear framework. Its wide perspective protects against narrow, one-sided views. The model highlights apparent contradictions between various points of view and allows managers to reconcile the many polarities between management theory and management practice.
- > The systems perspective is a world view. Systems thinking deepens the desire for holistic management theory. A system is nothing more than a whole made up of parts. It spotlights the relationships among the parts and the relation between the system and its context. In the systems view of management, the tension between stability and innovation is especially important. Managers who wish to keep things the way they are typically seek stability, but they also need the dynamism that comes with innovation. According to Schumpeter, the dynamism that comes with radical innovation can come at a price: „creative destruction.“ Every economic development flows from the process of the creative destruction: the factors of production are again and again arranged by the destruction of old structures so that re-organization can take place. To realize the advantages of dynamism, managers need superior, well thought-out ways of dealing with uncertainty. Paradoxically, in times of ever-accelerating external change, the partially calculable dynamic of transformation is one of the only constants.

Management Success: A Combination of Theory and Practice

The tension between theory and practice is part to the management world. Managers must resolve this tension. Why? Because theory without practice is empty and impracticable, and practice without a theoretical basis is fragile and unreliable. For managers, basic theoretical knowledge is vital, but insufficient. It must be enriched with practical experience. In practice, the characteristics of each case are unique, and abstract theories are insufficient. The way a manager deals with the theory and practice makes the difference (among other qualities) between a good and bad manager. This ability can be developed: the manager must learn to judge situations, how existing knowledge can be brought to practice, and supplemented. Only then is it possible, on the basis of solid knowledge, to find distinctive innovations.

The SGMI Masters and Diploma programs convey more than theoretical knowledge. Theory is a springboard, enriched by practical experience. The sum of theory and experience helps participants sharpen their judgment and ability, and develop themselves further from a new, higher platform.

In its Masters and Diploma Programs, SGMI combines theory and practice – for a lasting impact in a rapidly changing world.



Emil Brauchlin
Prof. em. Dr. University of St. Gallen (HSG)
Chairman SGMI Academic Committee



Marc Oliver Opresnik
Prof. Dr.
Academic Advisory Committee

St. Gallen Masters & Diploma Pyramid

Doctor of Business Administration
(36 months)

DBA

EMBA
(24 months)

Executive MBA

Master Programs
(12–30 months)

SGMI Executive Master in: General Management, International Management, Marketing, Sales, Finance, HR and Leadership

SGMI Master of Management
(Dipl. Betriebsökonom/in SGMI)

Generalist and Specialist Diplomas
(6–9 months)

General Management
Diploma SGMI

International Management
Diploma SGMI

Leadership Diploma
SGMI

Marketing Management
Diploma SGMI

Sales Management
Diploma SGMI

Product Management
Diploma SGMI

Controlling Diploma
SGMI

Management Certificates
(4–8 months)

CEO Certificate

Business Strategy
Certificate

Marketing Management
Certificate

Financial Management
Certificate

Consulting
Certificate



| Seminars | Workshops | Distant Learning | E-Learning | Thesis | Exams, Colloquia |

Upgrade-Programs and transfer of credits (ECTS points)

SGMI Masters Degrees and Diplomas: Tailored to Individual Needs

The SGMI Masters Degree and Diploma courses are designed to meet participants' individual learning needs:

- > Grounded in holistic, system-oriented management thinking, cast from one mold but combinable in modules.
- > Programs can be completed while on the job, efficiently, coordinated with professional needs and demands, with credit granted for SGMI seminars already completed.
- > Study plans are tailored to individual needs, based on experience, knowledge and a personal development profile.
- > SGMI boasts hundreds of enthusiastic, satisfied graduates from the most renowned companies.

> Exciting, practice-oriented programs are delivered by highly qualified professors, lecturers, consultants and trainers who have been with SGMI for years.

> Participants may be admitted directly to modular programs or indirectly, through step-wise upgrades, based on demonstrated previous achievement (ECTS points).



Hans Peter Faganini
Prof. em. Dr. University of St. Gallen (HSG)
Delegate of the Board of Directors



Gilbert Malgiaritta
lic. oec. HSG
Executive Director Open Programs

SGMI Management Awards



With its management awards, SGMI Institute of Management St. Gallen honors the year's best masters and diploma graduates in the following award categories:

- > Best SGMI Executive Master Degree
- > Best SGMI Master of Management Degree
- > Best SGMI General or Specialist Diploma

The SGMI Management Awards are presented at a festive gala that takes place during a SGMI Alumni Symposium. The organization of the awards ceremony is based on the grade averages of the graduates. The Awards symbolize the pyramid-like structure of the phases of the SGMI masters and diploma, and are intended to inspire SGMI participants to aim for – and achieve – top performances.

SGMI Management Awards

Best Executive Master Degree



Chris Witke
Head of Manufacturing Engineering MBC Brazil
Mercedes-Benz do Brasil Ltda.

Thesis:
«Implementierung des Mercedes-Benz Produktionssystems 2.0 aus personalstrategischer Sicht am Beispiel eines Greenfield Automobilwerkes in Brasilien»

Best Generalist or Specialist Diploma



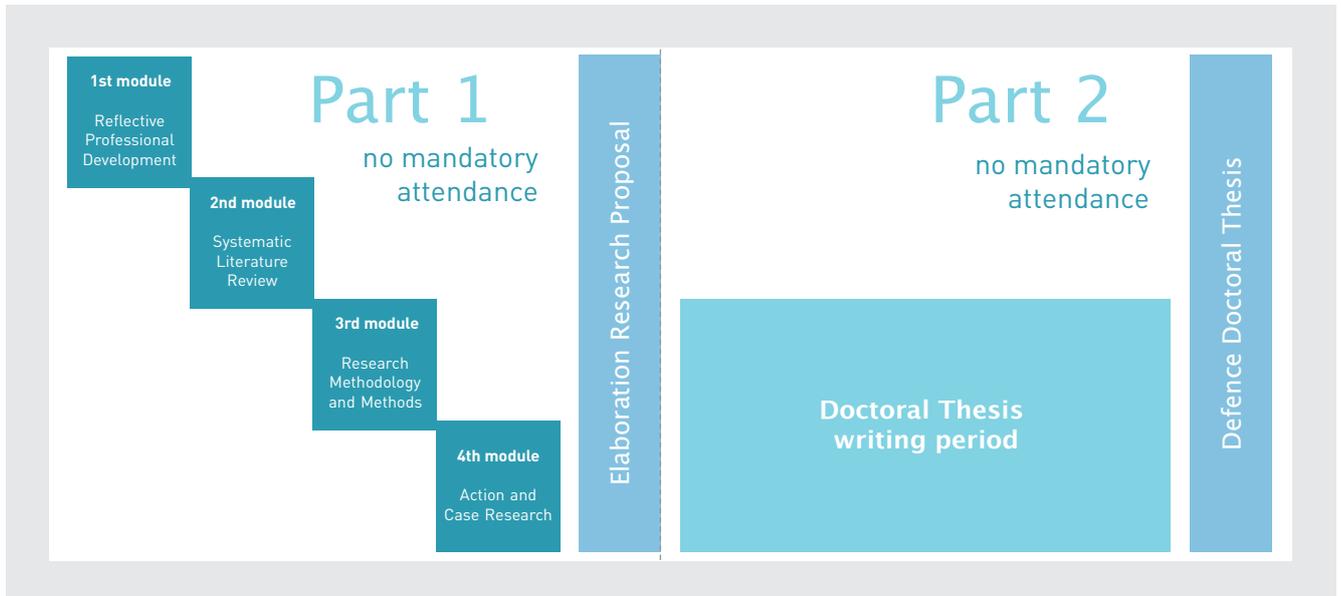
Christine Dinkel
Leiterin Rentabilitätscontrolling
BBBank eG

Thesis:
«Transparenz in der Geschäftsfeldrentabilität - ein Konzept zur Einführung einer Geschäftsfeldrechnung bei der BBBank eG»

Impressions



This DBA Program offers a high quality of effective and practical oriented top business further education. It provides professionals the opportunity to reach the next level in their academic and career path - in a reasonable time and cost frame.



Concept

If you want to further your career with enhanced research and methodological skills that differentiate you from the mass of Master's degrees in the education market, a Doctor of Business Administration (DBA) degree provides you a path to that goal. The DBA, issued by the University of Gloucestershire in Cheltenham UK, is a doctoral degree that corresponds to a conventional PhD program, but focuses on the application of business theory in practice, policy or strategy within the context of the individual's workplace or another professional practice. Fully recognized by American, European and Swiss higher education authorities, a DBA provides working professionals the opportunity to go to the next level in their academic and career progression and achieve a doctoral degree and title.

Topics

The initial modular element (18 months):

- > Emphasizes management philosophy and critique, methodology and methods, action and participation issues in research; at its conclusion, you present your research plan.
- > Is supported by staff working with you directly on the modules, and also by a research support panel (three or four members of staff and a small number of fellow participants, to help you develop your research ideas and assist in the creation of your research plan).

The research phase (18 month minimum period):

- > Once your research plan is approved, you begin the research phase.
- > This requires you to complete an extended research program.
- > Your research focuses on a topic of importance to both you and your organization.
- > During this period you may work with two supervisors or continue to be supervised by your research support panel.
- > At the conclusion you submit your thesis and present and defend it in a viva voce.

Target Group

Leading professionals and high responsables with several years of working experience in the industrial or economic sector. This study offers scientifically well-founded and at the same time practically oriented qualification. With the doctoral thesis, the participants reach an expert level in the researched topic.

Entry Requirements

- > Bachelor's degree from an accredited university or an university of applied sciences.
- > Executive MBA (EMBA) or consecutive Masters degree in Business Administration (MBA) from an accredited university or university of applied sciences. Alternatively an EMBA, MA or MSc in an allied business subject area (Economics, Accounting etc.).
- > English certificate (if English is not the first language).

International Management Certificates

Concept

The part-time Management Certificate Programs provide compact and practical state-of-the-art knowledge in different areas of business management. Set in an international context and taught in cooperation with leading US professors, the programs are specially designed for managers with the aim of obtaining a Management Certificate, despite of their limited time budgets. The courses are supported by modern learning methods (blended learning) and are being provided on the following subject areas:

- > **CEO Certificate with focus on the areas of Strategic Management, Marketing, Finance and HR & Leadership.**
- > **Business Strategy Certificate with focus on Strategic Business Management.**
- > **Marketing Management Certificate with focus on Market-oriented Management and Marketing.**
- > **Financial Management Certificate with focus on Finance and Accounting, Controlling and Financial Management.**

Design and Duration

The certificate programs include three units:

- > Intensive onsite seminar (4 or 5 days)
- > Distance learning unit (4 weeks)
- > Independent literature study and project paper (4 weeks)

The overall duration of the certificate programs is at least three months. By considering the individual needs and time frames the program duration can be adapted accordingly.

Program

1. Seminar

The program starts with a five- respectively four-day course:

- > **CEO Certificate:**
Business Development & Global Management (5 days)
- > **Business Strategy Certificate:**
Strategic Management (4 days)
- > **Marketing Management Certificate:**
Marketing Management (4 days)
- > **Financial Management Certificate:**
Financial Management for Executives (4 days)

2. Distance Learning

The distance-learning unit, set in an international context, broadens and deepens participants' knowledge. In addition to their literature assignments, participants take a four-week distance learning course (one evening per week) designed and taught by leading US professors. Participants select one of the following three distance learning modules.

Description module: Business Strategy

This course-module explores the differences between the various managerial strategies and systems used to increase productivity. Participants will learn that organizations can achieve the scale, scope, and efficiency that come from being large and the flexibility, speed, and responsiveness of being small. The course discusses Harvard University Professor Michael Porter's Industry and Competitive Analysis Framework; the importance of core competencies and analysis of the value chain for finding business opportunities.

Description module: Marketing Management

This course is concerned with the adaptation of resources and objectives to outside market opportunity. It covers strategic planning, segmentation, positioning, marketing mix development, and relationship marketing among other viable topics. This course will enable the participant to conceptualize marketing issues and to make viable marketing recommendations.

Description module: Financial Management

The purpose of this course is to familiarize managers with essential techniques and perspectives needed to make sound financial decisions. By completing the assignments and working through the materials, participants should come to understand the difference between economically sound and flawed financial decision analysis.

3. Project Paper (Practical Part)

The practical part of this program ensures that your studies relate to your current professional environment. Participants select a subject or a project and write a 30- to 50-page project paper. The paper should build participants' knowledge and skills in their specific business areas.

4. Certificate

After successfully completing this program, participants are awarded the Management Certificate in their selected area from SGMI Management Institute St. Gallen.



Prof. Dr. Walter Rodriguez
FGCU, Ft. Myers, USA

CEO Certificate

Part-time CEO Certificate Program for

- > CEOs or senior executives
- > Board members, executives, directors and entrepreneurs
- > Executives who are preparing for any of the leadership positions listed above and want to earn a management certificate by completing the three parts of this program

Program dates

ED-50117	Seminar	February 20–24, 2017
	Distance Learning	May, June, July 2017
	Project Paper	Summer 2017
ED-50217	Seminar	June 19–23, 2017
	Distance Learning	Oct., Nov., Dec. 2017
	Project Paper	Winter 2017/2018
ED-50118	Seminar	February 26–March 02, 2018
	Distance Learning	May, June, July 2018
	Project Paper	Summer 2018

Programm fee*:

CHF 10 300.– (plus 8% VAT)

Further information and booking via internet: www.sgmi.ch/end02

*Invoicing in EUR possible (depending on current currency rate)

Business Strategy Certificate

Part-time Business Strategy Certificate Program for Executives and specialists who

- > seek comprehensive basics and continuing education in strategic management,
- > hold responsibility for strategic management and want to complement their practical experience with thorough theoretical understanding and research,
- > develop strategies,
- > will soon be taking over strategic responsibilities.

Program dates

ED-70117	Seminar	March 06–09, 2017
	Distance Learning	May 2017
	Project Paper	Summer 2017
ED-70217	Seminar	Aug 28–31, 2017
	Distance Learning	October 2017
	Project Paper	Winter 2017/2018
ED-70118	Seminar	March 19–22, 2018
	Distance Learning	May 2018
	Project Paper	Summer 2018

Programm fee*:

CHF 8 900.– (plus 8% VAT)

Further information and booking via internet: www.sgmi.ch/end03

*Invoicing in EUR possible (depending on current currency rate)

Marketing Management Certificate

Part-time Marketing Management Certificate Program for

- > Executives, specialists and prospective managers with marketing or marketing related positions such as marketing managers, sales managers, product or key account managers, managers for market research, branding, branding policy, design, and distribution, etc.
- > Technicians, engineers, lawyers, scientists or specialists in non-marketing functions who want to participate in a intensive marketing program and achieve a management certificate

Program dates

ED-71117	Seminar	April 24–27, 2017
	Distance Learning	July 2017
	Project Paper	Summer 2017
ED-71217	Seminar	November 13–16, 2017
	Distance Learning	December 2017
	Project Paper	Winter 2017/2018
ED-71118	Seminar	April 23–26, 2018
	Distance Learning	July 2018
	Project Paper	Summer 2018

Programm fee*:

CHF 8 900.– (plus 8% VAT)

Further information and booking via internet: www.sgmi.ch/end04

*Invoicing in EUR possible (depending on current currency rate)

Financial Management Certificate

Part-time Financial Management Certificate Program for

- > Executives responsible for financial results, or prospective managers of a similar position
- > Heads of business units or project heads who are nonfinancial managers
- > Specialists and practitioners of all business segments who are complementing their education with comprehensive financial management basics
- > Managers who will soon be taking over finance function

Program dates

ED-74117	Seminar	June 19–22, 2017
	Distance Learning	June 2017
	Project Paper	Summer 2017
ED-74217	Seminar	October 23–26, 2017
	Distance Learning	November 2017
	Project Paper	Winter 2017/2018
ED-74118	Seminar	June 11–14, 2018
	Distance Learning	June 2018
	Project Paper	Summer 2018

Programm fee*:

CHF 8 900.– (plus 8% VAT)

Further information and booking via internet: www.sgmi.ch/end05

*Invoicing in EUR possible (depending on current currency rate)

Representatives from the following companies and institutions successfully completed a SGMI master or diploma degree (selection):

Adam Touring GmbH	Goldwell / KMS California	Philip Morris GmbH
Aduno-Gruppe	Hamburger Sparkasse AG	Philips Lighting AG
Albert Berner Deutschland GmbH	Hartmann Druckfarben GmbH	Pro Helvetia Schweizer Kulturstiftung
Allianz Suisse	HDI-Gerling Leben Vertriebsservice AG	Raiffeisenbank
Alstom (Schweiz) AG	Helsana Versicherungen AG	Ringier AG
AMAG Automobil und Motoren AG	Hertz Autovermietung AG	Roche Diagnostics AG
Ascom AG	Hewlett Packard (Schweiz) GmbH	Rieter Automotive Management AG
AstraZeneca GmbH	HOCHLAND Deutschland GmbH	Saar LB
AT&S Austria Technologie und Systemtechnik AG	Holcim Group Ltd.	SBB AG
AXA Konzern AG	Honda R&D Europe GmbH	Schweizer Fernsehen SRF
Baden-Württembergische Bank	Honeywell Security Deutschland	Schweizer Luftwaffe
BARIG e.V.	Howag Kabel AG	Schweizerische Rettungsflugwacht Rega
BASF SE	Hügli Nahrungsmittel-Erzeugung GmbH	Scout24 Schweiz AG
Basler Kantonalbank	Huntsman Germany GmbH	SEW-EURODRIVE GmbH & Co. KG
Baxter Deutschland GmbH	HVB Bank Czech Republic a. S.	Siemens AG
Bayer AG	Industrielle Werke Basel	Sirona Dental Systems GmbH
Bayerisches Rotes Kreuz	ING-DiBa AG	SIX SAG AG
BayWa AG	Innsbrucker Kommunalbetriebe AG	Sonova AG
BBBank eG	Intersport International Corporation Ltd.	STRABAG Property and Facility Services GmbH
Beiersdorf AG	Johnson & Johnson AG	Sulzer AG
Bell AG	Jungfraubahnen Management AG	Sun Microsystems (Schweiz) AG
Berliner Verkehrsbetriebe BVG	Jura Elektroapparate AG	SUPER RTL
Bischofszell Nahrungsmittel AG	Kantonsspital Basel	SWICA Krankenversicherung
Börse Stuttgart Holding GmbH	Kärntnermilch reg.Gen.m.b.H.	Swisscom AG
BP Switzerland	Kreis- und Stadtparkasse Dillingen	SWISS International Air Lines Ltd.
Bristol-Myers Squibb SA	Lafarge Dachsysteme GmbH	Swiss Life
Cablecom GmbH	Landesbank Baden-Württemberg	Swiss Re
Carl Zeiss AG	Leipziger Verkehrsbetriebe	Syngenta AG
Carrier Sütrak GmbH	LGT Bank in Liechtenstein	TDC Sunrise Schweiz AG
COLT Telekom AG	Lindt & Sprüngli AG	Technoform Glass Insulation GmbH
Columbia Sportswear International Sàrl	Lufthansa Technik AG	Ticket Corner AG
Commerzbank AG	Luzern-Stans-Engelberg Bahn	T-Online International AG
Coop	3M ESPE Dental AG	Town & Country Haus
Credit Suisse	Maag Pump Systems Textron AG	TRW Automotive GmbH
CWA-Constructions SA/Corp.	Mammut Sports Group AG	T-Systems GmbH
Daimler AG	Mannheimer Verkehrs- und Versorgungsbetriebe	UBS AG
DeTe Immobilien	Manor AG	Union Investment
Deutsche Bahn AG	MEKRA Lang GmbH & Co. KG	Universitätsspital Basel
Deutsche Postbank	Merck GesmbH Österreich	VBB Vereinigung für Bankberufsbildung
DHL	Mercuri Urval AG	WISECA Card Services SA
Die Schweizerische Post	Mettler-Toledo GmbH	Voith AG
Dow Chemical Europe SA	Migrosbank	Volkswagen AG
Dräger Sicherheitstechnik GmbH	Minolta GmbH	VZ VermögensZentrum
Dr. Oetker Nahrungsmittel KG	MTU Aero Engines GmbH	W.C. Heraeus GmbH & Co KG
DZ Bank AG	Nestlé Suisse SA	Waldburg-Zeil Gruppe
EADS Deutschland GmbH	Netstal-Maschinen AG	Wella AG
E.ON AG	Nokia Siemens Networks GmbH & Co. KG	Weltklasse Zürich
Eidg. Finanzmarktaufsicht FINMA	NORD/LB	Wincor Nixdorf AG
Elektrolux AG	OKT Germany GmbH	Wintersteiger AG
Energie Wasser Bern ewb	Oracle Software (Schweiz) GmbH	Winterthur Versicherungen
E-Plus Customer Support GmbH	Österreichische Hagelversicherung VVag	Würth International AG
Epson Deutschland GmbH	Österreichische Sporhilfe	YouGov Deutschland AG
ERGO Direkt Versicherungen	Parfums Christian Dior AG	Ziehm Imaging GmbH
Eternit AG	Peugeot (Suisse) SA	Zimmer Germany GmbH
Georg Fischer AG	Pfizer GmbH	Zumtobel Staff GmbH



Company-specific Programs
INHOUSE

Company-specific Programs INHOUSE



Custom Tailored for Lasting Company Development

Our Company-specific Programs offer you the full palette of SGMI Institute of Management St. Gallen's executive education services – compact, practice-oriented seminars, workshops, development programs and guided change processes. We are committed to quality and client satisfaction. We care about nearness to practice and implementation value. We work internationally, in the languages of our clients.

Working closely with management, personnel development, human resources and executive development and learning, we plan and deliver executive education, management- and organization development. Our seminars, workshops and coaching programs offer knowledge transfer, training and application.

We stand for high quality management knowledge, adapted to the questions your company needs answered. Our proposition: nearness to practice and implementation. Our goal: concrete solutions by aligning the holistic St. Gallen management methodology with the specific needs of our clients. The result? Executive development becomes a tool for successfully implementing company strategy.

SGMI Design Process

All the services offered by SGMI Institute of Management St. Gallen in its company-specific programs are based on the St. Gallen Management Model, which has its roots in systems theory and cybernetics. The approach follows a clearly defined design process which ensures excellent execution and results. The process is agreed upon with the client, customized, and unnecessary steps erased. Special emphasis is placed on the analysis. With a better evaluation of a client's strategy and culture and a clear definition of business objectives, the development project can contribute much more to your strategy implementation.

In a first step, target competencies, which are required to achieve your strategic objectives, are derived from the strategy - in a special competence modeling workshop. In a second step, the company's existing competencies are analyzed using proven assessments and psychometric tests. Based on the comparison of required and existing competencies, an objective-oriented development program consisting of seminars and workshop elements, project work, e-learning, coaching and mentoring for individuals and groups can be defined, delivering an immediate and direct benefit. Participants will appreciate the direct learning transfer into everyday life and use the program as a guide for current and future business challenges. The product portfolio of the SGMI Institute of Management St. Gallen offers a comprehensive conceptual basis for the design of successful development measures. Whether the strategic development objectives are achieved or not, is evaluated at the end, when the desired strategic core competencies are reviewed. Follow-up includes analysis and discussion of participants' feedback, implementation support from our consultants, and, if required, adequate progress and personal reviews with clients or other participants.

Advantages and Value

Consideration of Strategy and Culture

In-company development programs can be aligned one-hundred per cent to the client's strategy, an extremely effective means of implementing strategy. Potential ability can be realized purposefully and developed long-term. In-company programs can be planned and implemented to develop the organization and shape the company culture. In critical situations for the company, an internal development program can contribute to success, or accelerate the company's response. In particular, in situations crucial for the enterprise, an internal development program can make a vital contribution to success or accelerate the process substantially.

Tuned to Actual Company Situations

With an analysis of the knowledge that exists in the company ("skills inventory"), in-company programs can be developed that take account of the company's current position – background, context and existing basic conditions. Tools and aids can be aligned to company needs. The result? Very high relevance to practice. High participant motivation – every hour invested in development benefits the job one-to-one.

Highest Quality and Client Satisfaction

We are committed to quality and client satisfaction. We care about nearness to practice and implementation value.

International

We work internationally. Our services are available in German, English, French and Spanish. Our entire palette of in-company programs is available the world over. On the basis of the St. Gallen Management Model, and always respecting national culture, we craft global development programs for all the units of our client companies. We adjust our development concept to fit each country's special characteristics.

Innovation

Our innovative power comes from our closeness to research and consulting, through which we learn how the latest management insights can be put into practice – in the real world. We work with the world's leading universities to ensure that our programs build on the most up-to-date knowledge.

Focused on Solutions

We contribute practical solutions to the questions our clients need to answer for success. SGMI seminars and programs generate solutions that our clients can put into practice.

Long-Term Development Partner

We understand ourselves as a long-term development partner for our clients. On the basis of company strategy and culture, we create purposeful development programs. Our programs help our clients

gain year-long competitive advantage. In close, year-long partnerships, we quickly develop and deliver programs that precisely meet the needs of SGMI clients.

Markets & Customers

The development needs of companies and their managers are increasingly global. Thanks to its local presence, SGMI know-how is available in Europe, Asia and the USA.

Europe

Switzerland - Germany

In our home market, we have long been a leading provider of executive education and management development programs.

Austria - Eastern Europe

With our presence in Vienna, we have an excellent base from which to serve customers and implement projects in Austria and the Eastern European countries that are growing in economic strength.

France - Spain - Italy - Scandinavia - Benelux

These countries are home to some of Europe's leading companies. SGMI is an excellent partner for strategic personnel development at the highest level.

USA

For SGMI, the dynamic US market is equally challenging and interesting. Our presence and attractive seminar offer in Boston, Massachusetts and Fort Myers, Florida, mean that we can offer unparalleled customer closeness. Leading American companies choose SGMI as their partner for management development projects because of our uncompromising – and highly appreciated – focus on customer needs.

Asia

China

China is developing rapidly and ranks among the world's fastest-growing markets. To master this growth successfully, first-class international management knowledge is necessary. For years, SGMI has been providing seminars and programs in Shanghai and has partnered with many local companies.

India

With selected co-operation partners SGMI runs local symposia and seminars. Local representatives from economics, politics and science provide insights and information first hand.

Japan

One of SGMI's central Asian locations is Japan. Japanese companies demand country- and culture-specific delivery of modern management and leadership knowledge. SGMI can meet that need.

Portfolio of Services



Competency Areas

We offer you the chance to use the knowledge from our renowned St. Gallen Management Model in your company-specific program. We offer all topics relating to strategic and operational management, for all levels – company, teams, individuals – and for all industries.

We offer, among others, the following topics:

- > Holistic Management, General Management
- > Strategic Management
- > Process, IT and Structure
- > Marketing, Product Management and Sales/Selling
- > Financial Management and Controlling
- > Human Resources Management
- > Leadership (Leading People) and Personality Development (Leading Yourself)
- > Change Management and Culture

Custom-made in-company development concepts can complement and serve as a follow-up to an outside seminar or development program. SGMI method- and implementation coaching is an excellent supplement.

Custom Tailored or Not?

SGMI Open Programs specifically for your Company

Does an SGMI seminar (open program) meet your company's needs? Would you like to send several employees from your company? And would you like the program to take place at a location you choose? The entire palette of St. Gallen Management Institut's offer is available to you.

To ensure that learning lasts, SGMI will adapt seminar concepts and contents to your company or your industry. We help you figure out who should attend and, if you wish, where to hold your event.

SGMI combines the advantages of well-tested seminar contents with the advantages of a company-specific program. To ensure that you reach your business development targets, well-tested SGMI seminar modules serve as the basis, but SGMI modifies them to fit your industry or your company.

Adapted to Your Business

Adapting to your business means adjusting the concept and contents of an SGMI seminar to your industry. Current industry events are built into case studies, current industry challenges and questions shape the seminar and work tools are adjusted to fit your business.

Adapted to Your Company

SGMI tailors open seminar concepts and contents in close collaboration with the client company. Case studies and work tools are adapted to the company's current position. Participants work with real company data. The result: high practical relevance and direct application of the "lessons learned" in participants' everyday work.

Custom Tailored Program

Customized in-company management development programs, seminars, workshops, symposiums and lectures offer three main advantages: participants work exclusively on concrete company questions, figure out concrete solutions and implement them in current projects.

SGMI creates tailored development programs to suit the client's current situation. Time-tested concepts, contents and tools are revised exclusively for the company. All specifics of the company's position are considered, and brought into case studies and seminar topics. Your tailored program supports your company's development processes, fuels change or shapes company culture.

Custom-made in-company development concepts can complement and serve as a follow-up to an outside seminar or development program. SGMI method- and implementation coaching is an excellent supplement.

Focused**Management Seminars**

You identify a competence your company needs to develop. You ask us to conceive and develop an intervention plan. Or you find a seminar among SGMI's open programs that meets your needs and ask us to run it exclusively for your company, tailored to your company or industry needs.

Implementation Workshops

Certain topics need be ingrained in your company, whether as a result of a strategic change, a shift in your markets or a seminar visit. SGMI is the right learning partner – on the basis of the St. Gallen Management Model, we help you bring concrete projects to fruition.

Individual and Team Coaching

With targeted coaching, individuals and teams can make quantum development steps. Coaching is an especially effective follow-up to a seminar visit.

Lectures and Specialized Presentations

Your management meets for a leadership conference on the theme of internationalization. You would like to launch the event with a

highly energizing presentation. We have access to the best, most engaging experts and will collaborate with you to plan the event.

Client Symposia

Give development opportunities as gifts. Invite the executives of your best customers to a leadership seminar and deepen your relationship with them. Your customers will think of you often – every time they apply one of the lessons learned in their daily business.

Integrated**Integrated Management Programs**

An integrated management program is a targeted development intervention for a well-defined group of participants. Program content includes the topics that participants need in order to meet their responsibilities successfully. In an international management program for second-tier executives, for example, topics could include strategic leadership, marketing management, financial leadership and controlling, financial management or leadership management.

Programs for Developing Company Culture

Management programs can be used specifically to develop company culture. For example, a leadership program designed to develop a unified leadership culture throughout many layers of the management hierarchy, across a number of offices or even countries.

Performance Improvement Programs

- > Management Development: Keep the Best
- > Knowledge Management Program: Know More
- > St. Gallen Change Navigator
- > Benchmarking: Standards of Performance
- > Postmerger-Integration: Fit-together
- > Vision Program: STAR
- > Culture Navigation Program: Sindbad

Institutionalized**Corporate University**

By operating a permanent, internal development organization, companies can ensure a long-term advantage that is hard to copy. Employees and executives are more closely allied to the company, projects generated in development activities can flow into developmental actions and know-how stays inside the firm. A professionally developed and managed corporate university is a valuable instrument in strategy implementation and serves as a development platform for the company's corporate culture. Let us build your corporate university with you.

Implementation

Methodical Approach

Our programs are highly customized. Experienced faculty can answer all of your questions. Our clients appreciate our flexibility in getting to know them and the specifics of their business. In our development programs we use:

Action Learning

Participant experience and concerns are built into program activities, so learning follows from practical example and with close fidelity to the special characteristics of the company and the industry.

Group and Project Work

Team formation in the context of the development program: during the seminar modules, and between them, international, intercultural groups work on program topics – theory and practice. Learning transfer already happens during the program.

Case studies, Real Life Cases

We work with „mini cases,“ a highly effective, dynamic form of case study learning. In a short time, participants gather real-life cases and insights from the full spectrum of company activities. In addition to developing knowledge, case studies generate solutions to our client's concrete questions.

Implementation Tools for Daily Business

So that the compiled knowledge can be used smoothly on the job, our participants receive company-specific tools that have been successfully tested in practice.

Linked to Participant Experience

We work with the experience of the participants. Especially with heterogeneous, international groups, this link expedites learning.

Use of New Media and Learning Methods

Knowledge Exchange Platforms

A learning platform is built on the client's Intranet, and the in-company program is steered from it. Participants visit the platform to keep up with the program, stay in touch and exchange experience.

E-Learning

E-learning supports classroom learning: content preparation, follow-up to each module and in-depth coverage of individual topics.

Video Conferences

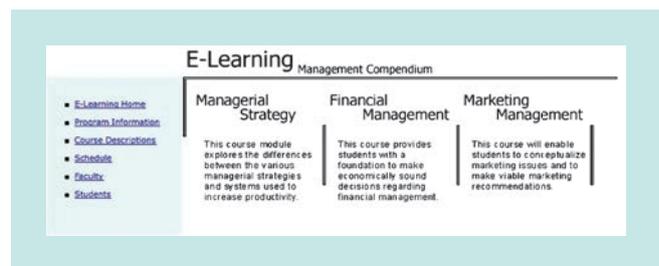
Video conferences support distance learning when a group meeting is too expensive or too time-consuming.

Blended Learning

In collaboration with renowned international faculties, SGMI offers demanding on-line seminars that help participants link the knowledge inside the company with the latest management know-how learned in the program. The seminars thus help the participants improve their management qualities and develop their organization.

SGMI uses web-based learning technology and blended learning in the following areas, among others:

- > Strategic Management
- > Marketing Management
- > Financial Management



SGMI e-learning platforms support participants with:

- > Management Tools und Documents
- > Management Knowledge
- > Management Cases
- > Current Literature



Digital Learning

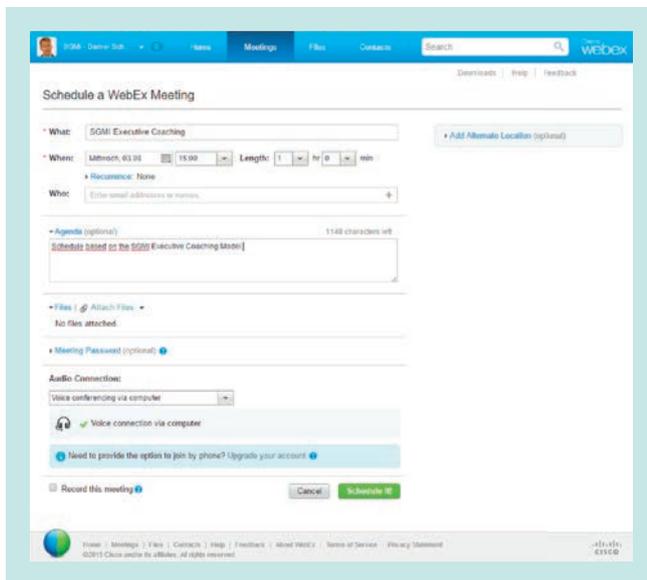
New technologies offer possibilities to transfer the learning content of SGMI Institute of Management St. Gallen through new channels and thereby directly address different target with less effort. Digital Learning Portals, MOOC, and even entire integrated digital development programs are available in the workplace and on mobile devices.

SGMI Virtual Coaching

Coaching sessions of 1 to 3 hours will be held via WebEx, Skype, or other suitable platforms. Since there are no travel expense, Virtual Coaching sessions can be organized on short notice, if required, and are also suitable to respond to current and urgent incidents of your day-to-day business.

You can also book shorter units and benefits from the modular design of the program: Several modules, interrupted by practical application stages, are presented in an overall context.

Virtual Coaching is particularly interesting for global corporations as it allows every key person at all locations to participate in a highly effective executive coaching program.



Learning Transfer: Follow-up, Controlling

Education and training are essential tools to implement a company's strategy because only a specific capacity development provides the resources required to ensure the implementation of the corporate strategy and the achievement of corporate objectives. Our projects aim to make a sustainable contribution to our customer's strategy implementation. Therefore, measuring the success of our seminars and programs is of great importance to us.

Transfer Check within the Modules

The modular structure of our management programs allows an early transfer check at the beginning of the sequential modules.

Transfer Check through Project Work

In order to increase knowledge transfer, individual or team projects can be positioned in between the modules. The project work can also include a transfer check.

Transfer Check in Daily Business

A close cooperation with our client's human resource department and line management is important to us in order to obtain appropriate feedback regarding the successful transfer of the seminar content into daily work. After all, the participant's development progress, with regard to the specific task, is the only thing that counts. Another advantage of transfer checks in daily business is the increased involvement of line managers in the design of development programs and performance measurements. This allows line managers to support the participants in his implementation steps, which further increases the chances of a successful implementation.

Contact



Daniel Schmidlin

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Executive Director Company-specific Programs

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Examples

Global International Management Program – Example



This customer-specific program covers strategic management, marketing, financial leadership and general leadership. Sessions are run in Europe, Asia and the United States. Between modules, participants work on their own company projects, with support from

SGMI specialists and company experts. An integrated e-learning program supports learning and application. Custom-designed learning checks track participant mastery.

Global Leadership Development Program – Example



Especially in markets where technology and products are becoming more alike, “soft factors” can be a competitive advantage. The company-specific Global Leadership Program comprises four modules on leadership behavior and methods. To accommodate the varied backgrounds of the participants, the program is run in two

levels: Basic and Advanced. Much weight is given to enhancing an already successful company culture by applying the company’s leadership tools. The program is run around the world, but adjusted to local needs. One key outcome of the program: participants reach a common understanding of the company’s leadership principles.

Essential Entrepreneurship – Example



The company-specific “Essential Entrepreneurship” program teaches the secrets of successful business founder strategies, based on the

management principles of the St. Gallen Management Model.

The Leadership Conference – Example



Companies with global strategies often need to align the leadership behaviors of their managers. The SGMI Leadership Conference is a highly innovative method for quickly realizing this goal by focusing on both development and implementation. Using the “open space”

method and working in groups of up to 150, company senior managers work out measures to align leadership behaviors across divisions and units; specially appointed “implementation managers” then take responsibility for putting into practice.

Individual Coaching for Senior Management – Example



SGMI offers individual senior management coaching. Typical participants may want to build on the gains they make in a SGMI management development program. Our top executives seek highly focused, personalized guidance. SGMI senior management coaching is demanding. In fully integrated modules over a long period,

the participant is challenged to reflect on and optimize his management success. Using tools like 360-degree feedback and current and desired state analysis, SGMI coaches determine optimization steps and help participants put them into practice.

Corporate University – Example



Conceiving, structuring and operating a corporate university for executives and high potentials from all areas of the company. A corporate university institutionalizes permanent development in the company. SGMI clients ensure that their companies have a long-term, hard-to-copy competitive advantage. The corporate university is a weighty argument in winning top recruits. How do you prepare and develop your managers within the framework of learning, culture and implementation?

- > We systematically build your corporate university or academy.
- > We design targeted training programs, time plans and documents.
- > We build up a network of the best lecturers, specialists and experts.
- > We make it possible for you to use your corporate university as a platform for developing company culture.
- > We support you in making your corporate university the pivot point of strategy implementation.

Lifelong learning is a necessary prerequisite for maintaining market position in almost every company and industry. Knowledge becomes obsolete faster and faster, and needs to be renewed more frequently than ever before. A corporate university helps a company manage its knowledge and thus assures a long-term competitive advantage. A corporate university improves the image of the company – inside and outside. For the employees inside, the corporate university is a sign that the people in the organization are especially valuable and worthy of development and promotion. Externally, the corporate university helps in the recruiting of the most accomplished employees. Development programs become an effective instrument in implementing company strategy.

Marketing Academy – Example



Conceiving, structuring and operating an in-company marketing academy for marketing specialists. A carefully selected mix of internal and external expert facilitators balances the delivery of the most modern management ideas with work on the company's own projects. Since the marketing academy is inside the company, it can

focus on long-term strategic objectives and can be adapted again and again. Participants develop themselves in all relevant areas of international marketing and gain deeper knowledge of vital marketing topics. They apply their knowledge with the tools learned in academy programs to their work.

International Development Programs – Example of Topics

	Senior Manager	General Manager	Junior Manager	Projekt Leader	Development Director	
Strategic Management	Strategic Management to Safeguard the Future	The Strategic Diagnosis	Instruments of Strategic Marketing			Desired State
Financial Management and Controlling	Selling and Acquiring Companies	Building the Value of the Company	Modern Finance Management			
Marketing and Sales		Marketing: Success in the Market	Customer Orientation and Satisfaction	Total Quality Management		Performance
Leadership Behavior		Leadership Communication	Leadership Methods	Team Leadership and Moderation	Employer Recruiting and Development	
Human Resources Management		Building Dynamism with Empowerment	Building Dynamism with Empowerment		Strategic Human Resources Management	Current State

Projects/Testimonials (Selection)

Global Leadership Program



QIAGEN is the leading provider of innovative technologies and products for preanalytical sample preparation and molecular diagnostics solutions.

SGMI introduces a modular worldwide executive development program. The goals: improve the company by harmonizing worldwide leadership and management practice, maintain high-speed growth, develop strategic ability to protect Qiagen's future. The program pays special attention to developing Qiagen's successful organization culture and, in the context of the development program, the concrete application of Qiagen's own leadership instruments. To better suit the participants' varied experience, the program is offered in basic and advanced versions.

The program was run for Qiagen Europe, Qiagen USA and Qiagen Japan:



"SGMI has a comprehensive global leadership program that will help QIAGEN drive organizational effectiveness and success. Our participants are very pleased with SGMI's ability to understand the North American culture and their capability to deliver a product that rivals one of any US based leadership training organization."

Paula Green, Director Human Resources, North America

"SGMI has always recognized the importance of leadership in any organization and has supported us in our further development of leadership. The SGMI leadership program for QIAGEN is a globally acknowledged and accepted program. It has certainly overcome cultural and language barriers and has created an apt leadership model of QIAGEN's Vision and Mission. Our participants are very pleased with SGMI's training and their passion to deliver their message to all of us."

Kazuo Tokushige, President QIAGEN K.K., Japan

Talent Development Program



The Swisscom Group is the leading telecommunication company in Switzerland. Swisscom is present nationwide with all the services and products for mobile, fixed-line and IP-based voice and data communication.

The SGMI Management Institute St. Gallen developed and executed a Talent Development Program in three modules for selected Swisscom executives in Group Headquarters. The special needs of Swisscom executives in central functions could be addressed with Swisscom-specific, real-world examples.



Daniel Rathgeb

Senior Management Development Professional
Swisscom AG, Group Human Resources

"In close cooperation with Swisscom, SGMI created a Talent Development Program for Group Headquarters managers, based on seminars, workshops and actual project work. The core element was SGMI-led modules in which content delivery was the priority. The success of this development program resulted, on the one hand, from the intensive networking and embedding of the SGMI modules in Swisscom's context and, on the other hand, from the very good facilitators, who engaged the participants with practice-relevant examples and personal experience. The combination of content delivery (seminars and workshops) and practical application (project work) has paid off."

Workshop Process Organisation



The MAN Group is one of Europe's foremost industrial players in the sector of Transport-Related Engineering. As a supplier of trucks, buses, diesel engines and turbo machinery, MAN employs a workforce of around 55'900 worldwide. The MAN business areas hold leading positions in their markets. MAN SE, Munich, is listed in the DAX (German Stock Index) which comprises the thirty leading stock corporations in Germany.

The organization of the MAN Commercial Vehicles Group needed to adapt to changing market conditions, operating within the framework of the MAN strategy, by investing in the future market strength of the Group.

SGMI Management Institute St. Gallen developed and delivered a custom structure and process workshop. The aim: create a new organization structure, taking into consideration the changing market conditions, the overarching MAN strategy and the need to include employees in planning and introducing the new structure.

To make possible and bolster the successful work within the new structure, further development actions are planned.



Dr. Hans Welfers
Divisional Director

“Restructuring an organization that has been successful over many years to meet the constantly growing challenges in an international environment requires a high measure of expertise in the area of organizational development and a deep understanding of the global requirements in the respective industrial sector. At SGMI, we found this expertise and understanding, paired with very good delivery. Very positive feedback from participants showed that they had been able to discern the driving factors behind the restructuring and that had been able to convincingly and effectively plan and implement the restructuring. We are looking forward to moving ahead with our organizational development with SGMI.”

MAN Development Program



SGMI created a development program for MAN Diesel Global Senior Management, in English. Core topics: strategic management, performance management, change management and coaching. On the basis of the St. Gallen Management Model, the following themes were covered: strategic positioning, strategic protection of the future, creating sustainable market performance, customer-oriented change management, successful leadership, communication and motivation, all within the context of MAN's leadership and company culture. An important component of the executive development program was MAN mini-cases, which guaranteed immediate application of the program content. Following the overwhelming success of the MAN Diesel program, a lightly modified form is now being used by the entire MAN Group. This ensures that the leadership potential throughout the Group can be further developed in a targeted way.



Tatjana Thiel
Head of Management Development

«Excellent and useful program for our company. The top management have got a practical guidance on improving and evaluating the strategy. SGMI has a very professional and high energy team.»



Nels Klint Karsvang
Vice President
Head of Human Resources Development

«SGMI proved to be a professional partner for the continuing education of our top management in MAN Diesel. The combined management and leadership perspective and the numerous proven-by-practice examples proved beneficial on a strategic level as well as on a personal and interpersonal level. In short: A power full step in securing top performers in MAN Diesel.»

Projects/Testimonials (Selection)

Mercer Leadership Program



an operation of the **M E R C E R** INTERNATIONAL GROUP

SGMI: What are the goals that Mercer wants to reach with its management development programs?

John Belland: We are looking to accelerate the development of our next generation of senior leaders in the company.

What triggered your decision to implement a company-specific program?

We realize that every company is unique in terms of strengths, weaknesses, opportunities and threats so we decided to work with SGMI Management Institute St. Gallen to customize a curriculum to focus on the competencies we need to execute on our strategy within that context. We also thought that we could foster inter-divisional relationship building by bringing mixed cohorts together from each of our operations.

Based on which criteria did you select the provider for the program?

We were looking for a top-tier provider with global reach - one with coaches, instructors and curriculum designers who really understand the two main cultures our people are from (i.e. Germany and Canada).

What was the most important aspect regarding the design of the program?

The most important program design aspect was to ensure that the competencies developed were those that we need to move the business forward and ensure a well-developed pipeline of future talent.

What made the program a successful one?

The quality of the program content, the skills of the instructors and coaches, the enthusiasm of the participants and strong senior management support all combined to make the program successful.

What is the biggest impact of the program for Mercer?

Beyond the skill development, we are seeing our program participants take a broader, more strategic perspective in their work. We are also seeing improved inter-divisional collaboration as a result of the strong relationships built in the cohorts.

How is the program influencing every day's leadership practice at Mercer?

As the number of our people completing the program increases, we are noticing a common language around leadership emerging. The concepts and best-practices taught in the program are starting to become embedded in the culture. We are seeing people become more sophisticated and deliberate in their efforts to lead and influence across the company. Our program graduates are more self-aware. They are living what they learned and are passionate about spreading the learning to a broader audience in the company.



John Belland
Manager, Human Resources
Zellstoff Celgar

T-Systems Executive Coaching

· · T · · Systems · · ·

SGMI: What are your expectations towards executive coaching?

Jozef Ondáš: To learn more about myself, my leadership and management style, my preferences in behavior and in decision making, and how to make the most for my organization (TSSK), my management team and myself by knowing it.

What was your motivation for taking part in a SGMI executive coaching?

I have not participated at executive coaching yet, and therefore I was curious to see how it can help me after my more than 35 years of practice and more than 28 years in management and leadership. In the current position I am encountering some challenges (fast growth of the company, overload, not having enough time for strategy and people, very fast changing environment, etc.) and I wanted to know methods to address these challenges.

What is essential for the success of executive coaching?

Experience and knowledge of coach and methods and tools used by coach. Willingness of the coachee to accept coaching, his openness, trust.

What is the biggest added value that the executive coaching generated for T-Systems Slovakia?

I will be able to use the knowledge about my MBTI profile for much more effective management and leadership of myself and the whole management and leadership team of TSSK. I will implement a new leadership style in our company (from directive towards delegation/coaching) to bring TSSK culture close to the TS culture, i. e. to replace fast growth period with stabilization/integration to be an integral part of a global TS, and to adjust/change current TSSK Leadership style to the new strategic goals (MD – from focus on Operations to focus on Strategy and Coaching, and Management – from Operations to Leading & Coaching). Management team takes over overall responsibility for the operational issues (delegation). To bring TSSK people to the maximum level of maturity and to prepare them for the global ICTO marketplace within relatively short time (3 years).

And for yourself?

I will be able to use the knowledge about my MBTI profile (ENTP) for much more effective management and leadership of myself and the whole management and leadership team of our company. I will be able to recognize profiles of my reportees, to understand them better and to deal with them in a more effective way.

What would you consider as unique at the SGMI executive coaching?

I cannot compare with other institutions but I appreciate very much the excellent preparation of the coach, very open and fruitful discussion and explaining of how I can use my MBTI profile in my position in the most efficient way and via this to lead my company (and myself) better.



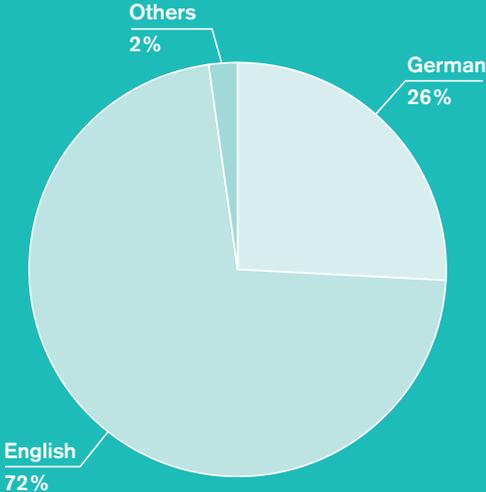
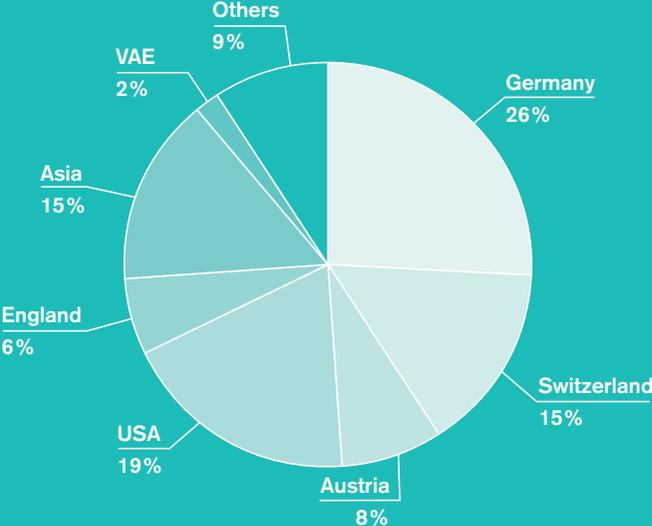
Jozef Ondáš
T-Systems Slovakia s.r.o.
Managing Director



Franz Grohs
Senior Executive Vice President
T-Systems International
IT-Operations Central & Eastern Europe,
Asia-Pacific

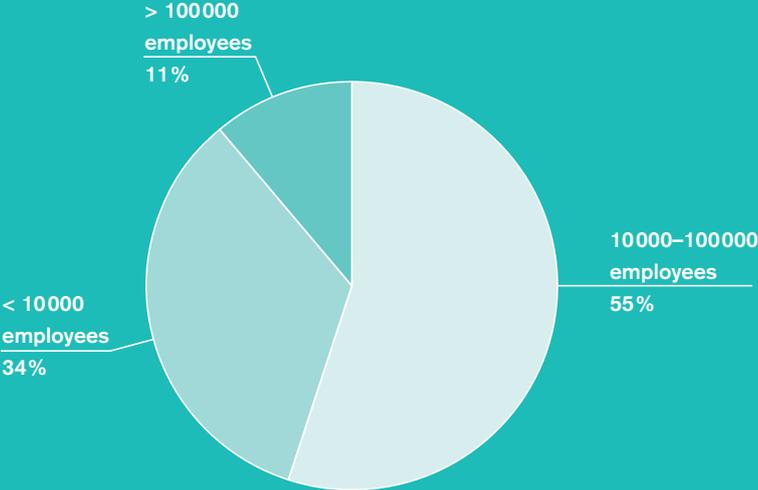
«Besides the excellent, compact seminar program, we took advantage of the high intercultural competence in individual coaching sessions, drawn from SGMI's comprehensive data base of experts. The results speak for themselves: we will use SGMI services again.»

by country (headquarter) ▶



◀ by course language

by company size ▶





**St. Gallen International
Management Consulting**

St. Gallen International Management Consulting



Methodology

Our approach

Sustainable strategies and management concepts are the result of careful consideration of all factors that affect development, perception and action plans of an organization.

St. Gallen Consulting is committed to a holistic approach, effectively incorporating all relevant parameters and producing specific, comprehensive concepts for your company.

Sound management should yield top results. First and foremost for your clients as well as for your company, your employees and other stakeholders involved.

If you expect top management performance as a result of outstanding consulting services, St. Gallen Consulting is your partner of choice. We have been in the consulting business for over 30 years and have helped small, medium-sized and large enterprises achieving business excellence.



Overview of Our Services

What can we do for you?

St. Gallen Consulting effectively works with corporations, boards, and top-management. We have earned a reputation of providing advisory services delivered by veteran consultants. Meeting and exceeding customer needs is a key principle of our work.

The St. Gallen Management System and our proprietary instruments provide the framework for truly tailored solutions. They address the demands of all stakeholders in and around an organization; a holistic approach with substantial impact on returns – you can expect down-to-earth concepts with lasting bottom-line results.

All St. Gallen Consulting advisors follow our singularly effective and tested approach to management consulting to ensure complete satisfaction of our clients.

Below is an overview of our consulting services. We gladly provide answers to your specific challenges or projects.

Vision. Mission. Values. Objectives.

Owners, supervisory board members, or directors need to provide normative guidance to management. We assist you in defining mission, vision, values, objectives, and other guiding principles.

Strategic Management

Your company deserves the best strategy. In cooperation with your management, we develop a sustainable path to a sound future.

Profitability & Value Boost

Outperformers strive to be 50% more profitable than their industry average while simultaneously excelling in sustainability and ethical behavior. We have the toolsets to empower your management and key players to achieve outperformance on all levels.

Opportunity & Risk Management

Megatrends and other external developments continuously demand

adaptation and change. Thinking in hypotheses rather than fixed plans requires constant weighing of potential scenarios and outcomes. Experienced advisors provide outside perspective and act as sounding boards in fluid strategic management.

Enhanced Growth Dynamics

The innovator's dilemma is balancing current business with growth dynamics. Standing still is often perceived as the "safe" option, yet almost always results in a step backwards. We help you in launching well-targeted growth and innovation offensives.

High Performance Organizations

The adage is that structure follows strategy. In reality, structures often are a given and in highly complex organizations tend to influence strategies more than we might admit. High-performance-organizations master the sensible approach of tailoring structures to long-term strategic initiatives and goals.

Mergers & Acquisitions

Over half of all merger or acquisition projects fail to deliver the desired results. Our expertise ensures selection of proper targets, quick turnaround in due diligence and solid merger and post-merger integration.

Succession Planning

Entrepreneurial succession increasingly is the most dominant challenge of small and mid-size businesses. St. Gallen Consulting provides comprehensive advisory packages for succession planning, including personal coaching by one of our experienced managing partners.

Market Penetration

Hypercompetitive markets are defined by a constant battle for market share and competitive advantages, very often involving borderline tactics and unfair competition by contenders. While there are always different ways to compete, often there is only one way leading to the right path. We help you shielding your competitive position and finding the best strategies for success.

Effective Leadership

Success is the result of effective leadership and in-itself the biggest motivator. Meaningful incentives and emphasis on effective communication are the best tools to convert good employees into great contributors to success. The flywheel of business performance has never changed: Success breeds enthusiasm; enthusiasm leads to performance; performance results in business excellence. That is what our clients expect and what we deliver.

Power Teams

Power teams are using their joint weight to pull in the same direction. Celebrating individual performance in contrast leads to conflict-

ing goals and decreased effectiveness of an organization – often ending in paralysis and blockages with the potential to endanger a firm. External consultation is required to escape the deadlock of silo-thinking and turning an organization into a power-house.

Professional Sales

The moment of truth comes at the sales front. All business activities culminate in the sales call and terminate with delivery of the product or service. Over 80% of all companies surveyed in a long-term study mention improving their sales efforts a major opportunity. Our expertise in sales management will help you making landslide improvements in lead development and closing ratio.

Next Generation Distribution Channels

New technologies revolutionize the role of traditional distribution channels at ever-increasing pace. Established companies need to continuously question their business models and modernize with smart high-tech alternatives. We benchmark with the best and help you design the sales channels of the future.

Special needs?

Our experts are standing by to tailor our methodology to your specific needs by meeting any demand, requirement, or situation.

References

Over 100 Large Corporations, 200 Medium-Sized Companies, 800 Medium and Small Enterprises, 100 NGOs, Associations, Clubs and Institutions have trusted our services over time. We have delivered over-and-over and built long-lasting relationships with a distinguished clientele. Our list of clients includes international corporations, important mid-size companies as well as major organizations such as cooperatives, associations, societies and institutions of public law.

Contact

Your Direct Line to Us

We will be happy to answer all your questions about our services and products. Please do not hesitate to send us your project inquiry, or to call us any time.

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Internet: www.sgmi.ch/en

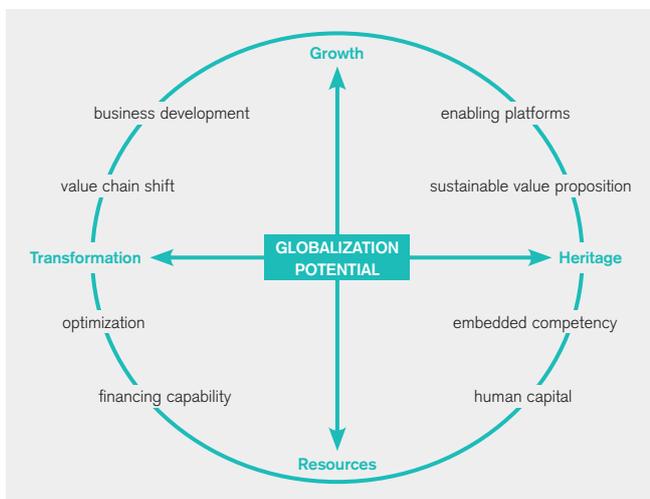
Email: consulting@sgmi.ch



**Center for
International Management**

Our daily global diet is one of radical changes and unexpected developments. No business can isolate itself from the ensuing risks. How well is your organization prepared for internationalization? What strategies adopted by your competitors threaten you? What ideas and opportunities for growth should you embrace? The Centre for International Management equips organizations with relevant insights and effective instruments so that their journey around the world does not turn into an uncontrollable adventure.

Are you familiar with the success factors for international management from the **strategy cockpit**?



The Center for International Management plays a unique role in the consulting and further education landscape: We have a first-hand insight into the workings of businesses and government sector organizations across the globe – because we have supported organizations from the East and the West, in the North and the South in implementing their strategies internationally. We have walked the talk of international management for nearly two decades. The Centre has a database of authentic research and cases, a useful springboard from where we develop innovations and instruments for the real world to assist our clients to gain an advantage in the global arena. We have built our tools and capabilities on the rock solid foundation of the St. Gallen Management Model – so that you will never lose your sense of orientation when confronted by the opportunities and risks of international business. You can also rest assured that the innovations and methods offered by the Center are proven and tested, and that they are easy to adopt, affordable and very effective.

Advisory Services

Strategy Implementation

Our advisory services consist of instruments and active support where it matters, adhering to our philosophy to keep things simple, affordable and effective – the world is complex enough as it is.

The exclusive instruments the Centre has developed have an immediate impact on internationalization, change management, merger integration and strategy implementation in organizations. We have created tools and developed methods which are so easy to use, cost effective and relevant that they constitute real innovations and alternatives for our clients. As with all instruments from our think tank minimizing risk and simplifying the means to achieve what your organization desires are the key characteristics. We support our clients in planning and executing their internationalization strategies, be it in organic expansion or during a merger, by providing an assessment of cultural and operational risks and how to avoid them. Implementing market strategies and the speedy and successful communication of initiatives also figure among the top competencies of the Centre.

Change Management

Help to help themselves is what the modern medium-sized company and corporate giant seek – our approach: To prepare you so well that strategy implementation becomes second nature to your organization. We find that organizations still tend to embrace expensive and ineffective instruments to address the tail end of a merger or acquisition: The integration process. The same applies to change and strategy rollouts. Any Board must reconsider whether they should leave integration and change to chance after they have invested so much in planning and preparing for a merger or building a new strategy.

International Growth

For nearly two decades we have analyzed and monitored the sources of international business success – why don't you benefit from this?

Doing Business in Asia

The latest insights and experiences of organizations from the West and the East, from the heart of where business is really happening in Asia and innovative tools to master conditions there – this is what we offer in our workshop 'Doing Business in Asia'.

Contact



Dr. Rohith Delilkhan
Director, Center for International Management

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Email: info@sgmi.ch

Information and Advice

We will gladly provide you with more information about our seminars, programs and diplomas. Call us if you would like an SGMI advisor to help you make the right personal-development choice among our many courses and programs.

Phone +41 (0)71 223 50 30
Fax +41 (0)71 223 50 32

Registration

Please fill out the attached registration card and send it back to:

SGMI Management Institute St. Gallen
Tellstrasse 18
CH-9000 St. Gallen
Fax +41 (0)71 223 50 32
Internet www.sgmi.ch
E-mail seminare@sgmi.ch

After we receive your registration, we will send you the following by post

- > The confirmation of your registration with an invoice.
- > Information on logistics, hotel and travel to the program venue.
- > A room reservation sheet for your hotel reservation.

If a seminar is fully booked or if acceptance in a diploma program is not possible, we will inform you immediately. SGMI reserves the right to make small adjustments to programs or changes of faculty.

Seminar Fees

Seminar fees include the cost of the seminar and the seminar materials (plus 8% VAT for seminars in Switzerland). Not included are all hotel costs participants pay the hotel directly, including room and board. Multipart seminars can be booked only as a whole. Missed seminar days or seminar parts cannot be made up at a later date.

Seminar and diploma fees may be paid in EURO (EUR) or Swiss Franks (CHF) at the daily currency exchange rate.

Change of Registration / Cancellation

Changes of registration from one seminar or diploma to another are possible only up to 6 weeks before the start of the seminar and only at the cost of a CHF 350 change of reservation fee. Cancellations are free up to 3 months before the start of a seminar. Registered participants who cancel their registration between 3 months and 6 weeks before the start of a seminar will incur a charge of 40% of the respective seminar or diploma fee. Registered participants who cancel their registration within 30 working days of the start of the seminar will be charged the full seminar fee.

We recommend that participants take out cancellation insurance to cover the above seminar cancellation costs in case of illness or other unforeseen circumstances.

The complete SGMI terms and conditions are available here at www.sgmi.ch/tc.

Travel to the Hotel

Travel directions and information about the hotel are sent with the registration confirmation.

Registration Card

We register for the following program:

Number/Date	Last Name	First Name
	Date of Birth	
	Company/Organization	
	Street, Number	
	ZIP Code/City	
	Phone	Fax
	E-mail	Number of Employees
	Industry	Function
	Date	Signature



We are looking forward to your registration. Please send your registration card by mail, fax, or e-mail.

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Internet www.sgmi.ch
E-mail seminare@sgmi.ch

or register at www.sgmi.ch

SGMI Alumni Network

The alumni activities of SGMI Management Institute St. Gallen offer former seminar participants and program graduates a chance to deepen their knowledge and get new impulses for learning. Whether through free online access to the SGMI alumni knowledge platform or networking at an SGMI alumni symposium or regional conference organized by one of the SGMI alumni regional groups.

We are looking forward to staying in contact with you and to meeting you within our SGMI Alumni Network again.

Alumni Regions



In the spirit of our motto – „Meet, Get Acquainted, Exchange Knowledge“ – the regional SGMI alumni organizations make possible and support networking and contact among SGMI seminar participants and Diploma graduates. In the context of guest speakers, workshops, company visits, symposia or informal meetings, alumni can share professional and development experiences and make valuable contacts.

For further information visit:

www.sgmi.ch/alumni



Visit us in our XING group at «SGMI Alumni».

Alumni Symposia



SGMI holds regular management and alumni symposia – gatherings of a special kind, both retrospective and preview. Personalities from economics, science and politics discuss current business topics. Workshops offer a chance for participants to explore the topics more deeply and stimulate their own thinking. No less important is the social aspect: contact with peers.

Alumni Knowledge Platform

The goal of the SGMI Knowledge Platform: help executives put into practice the knowledge they learn in SGMI management seminars. The platform offers alumni of SGMI seminars and programs access to numerous management tools and useful documents like bibliographies and diploma projects.

Open Programs: Seminars

Masters and Diplomas

Company-specific Programs

Management Consulting

SGMI Alumni Network

About Us



St. Gallen Experience

Executive Education and Development at a renowned Business School

St. Gallen | Zurich | Frankfurt | Berlin | Vienna | London | Boston | Shanghai | Tokyo

About Us

SGMI Institute of Management St. Gallen: one of the most renowned, international business schools in the German-speaking countries. Demanding, practice-oriented management development. Consulting services that make a lasting impact. Based on the St. Gallen Management Approach. We stand for professional and social competence. And a network of management peers.



www.sgmi.ch