

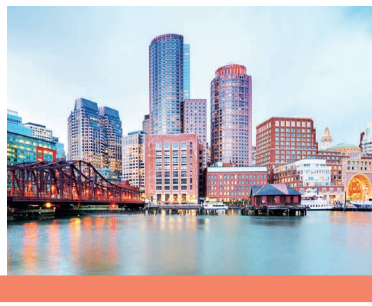


SGMI
MANAGEMENT INSTITUT
ST. GALLEN









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

Programm Portfolio 2027

- Open Programs: Seminars
- Masters & Diplomas
- Corporate Programs
- Management Consulting
- St. Gallen Centers

Management Programs in English

International Management Education & Development

International Management Education & Development



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SGMI MANAGEMENT INSTITUT ST. GALLEN

Bogenstrasse 7 • CH-9000 St. Gallen • Phone +41 71 223 50 30 • seminare@sgmi.ch
www.sgmi.ch

About SGMI Management Institute St. Gallen

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 corporate 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, AI and Innovation, Marketing Management, Sales Management, Product Management, Finance Management, Financial Leadership, Leadership and Management, Human Resources 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 Master 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.

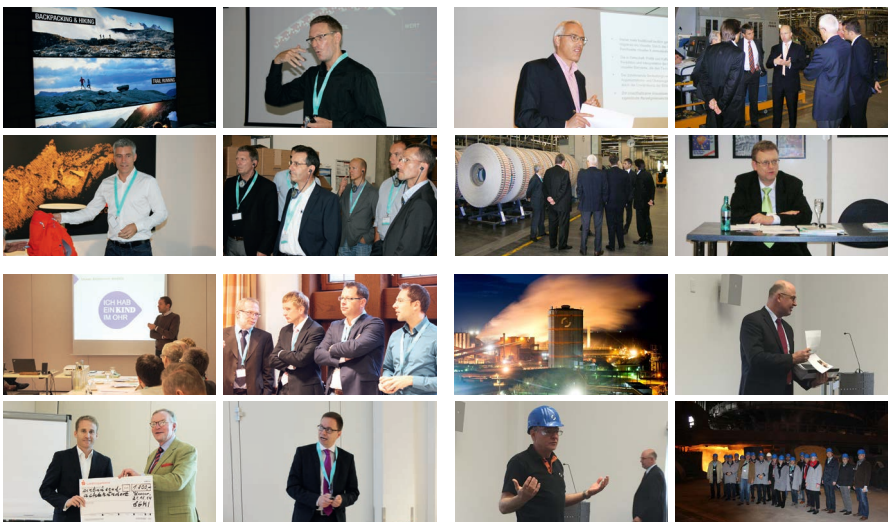
Corporate Programs

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.



International Management Education & Development

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 world-class 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 attractive seminar offer means that we can provide 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 midsized 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 stateof-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.

SGMI Management Institute St. Gallen
Bogenstrasse 7 · CH-9000 St. Gallen
Phone: +41 (0)71 223 50 30
Email: info@sgmi.ch
Internet: www.sgmi.ch







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Open Programs: Seminars

8 | Advanced Management Program
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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 AI 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 valuate, 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 × 4 days)

Sem.-Nr.		Ort	Datum
E-53127	part 1	Davos	01. - 04.03.2027
	part 2	Brunnen	19. - 22.04.2027
	part 3	Lucerne	26. - 29.04.2027
E-53227	part 1	Davos	01. - 04.03.2027
	part 2	Brunnen	19. - 22.04.2027
	part 3	D-Berlin	11. - 14.10.2027
E-53337	part 1	Davos	01. - 04.03.2027
	part 2	D-Berlin	11. - 14.10.2027
	part 3	D-Berlin	08. - 11.11.2027
E-53427	part 1	D-Frankfurt	27. - 30.09.2027
	part 2	D-Berlin	11. - 14.10.2027
	part 3	D-Berlin	08. - 11.11.2027

Program fee*: CHF 14 900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens01
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

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

General Management:
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 Execution

- The strategy concept
- Business segments as planning units
- The strategic "must-analyses"
- Promising strategy options
- Methodology of strategy formulation
- Functional strategies
- Digital strategy and Artificial Intelligence (AI)
- Financial aspects of strategy
- Leadership, execution, implementation

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 × 4 days)

Sem.-Nr.		Ort	Datum
E-88127	part 1	Davos	01. - 04.03.2027
	part 2	Vitznau/Lucerne	26. - 29.04.2027
	part 3	St. Gallen	31.5. - 03.06.2027
E-88227	part 1	Davos	01. - 04.03.2027
	part 2	Vitznau/Lucerne	26. - 29.04.2027
	part 3	Davos	25. - 28.10.2027
E-88327	part 1	Davos	01. - 04.03.2027
	part 2	St. Gallen	31.5. - 03.06.2027
	part 3	Davos	27. - 30.09.2027
E-88427	part 1	Brunnen	06. - 09.09.2027
	part 2	Davos	27. - 30.09.2027
	part 3	Davos	25. - 28.10.2027

Program fee*: CHF 10 900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens12
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Strategy & Leadership for Executives

Two-part program for experienced executives with responsibility for strategy and leadership seeking to acquire state-of-the-art knowledge in central areas of future-oriented corporate management.

Concept

Mastering the entire range of leadership and management challenges is essential for executive managers, board members, CEOs, entrepreneurs, and all senior executives. This program supports participants in this task and equips them with practice-tested and implementation-oriented management know-how. The seminar addresses the most important skills in strategic management and all the increasingly important leadership qualities. Furthermore, dividing the program into two parts allows a more comprehensive view of the current challenges in modern corporate management.

Topics

Strategic Management

Clear and precise strategies can offer competitive advantages in the future. Strategies therefore need to point out today's necessities that will lead to future success. But how can we achieve this in an increasingly complex environment in which companies are repeatedly confronted with unexpected and drastic external factors? A systematic and methodical approach helps identifying, analyzing and dealing with all strategically relevant issues.

St. Gallen Strategy Approach
- The concept of strategic management
- Dealing with volatility, uncertainty, complexity, and ambiguity
- St. Gallen phase model of effective strategy development
- AI as a catalyst: from analysis to implementation

Strategy Development
- Assessing initial situations through strategic analyses
- Driving strategy processes through business innovation
- Defining strategic business areas
- Designing business models

Strategy Formulation
- Methods and instruments of strategy formulation
- Strategic quantification and financing strategies
- Translating strategic initiatives into goals, means, and measures

Strategy Implementation
- Identifying and addressing implementation barriers
- Organizational change and management of structures
- Business process optimization
- Using management tools of strategic controlling

Leadership Management

Leadership is a very broad field with numerous different doctrines, concepts, and instructions. Maintaining an overview can be difficult and using only one particular "recipe" often falls short. Here, the St. Gallen Leadership Concept comes into play: it classifies the different approaches and offers a structure for developing a leadership style based on one's own strengths.

Integrated St. Galler Leadership Approach
- Holistic thinking in leadership
- The role of corporate values
- The link between excellent leadership and improving corporate results
- Dealing with new leadership approaches in the age of new work

Leadership Skills
- Achieving goals together
- Going from risk culture to opportunity culture
- Recognizing and avoiding mistakes in employee management
- Leadership in crisis situations and times of uncertainty

Effective Leadership
- Recognizing your own leadership personality and strengths
- Maintaining authenticity and leading socially competent
- The difference between leadership in normal situations and under pressure
- Using feedback as an opportunity for personal development

Core Competences: Communication and Motivation
- Communicative requirements of a leader
- Critically examining established and new communication concepts
- Peak performances through motivation
- The effect of motivated employees on the entire organization

Program dates (2 × 4 days)

Sem.-Nr.		Ort	Datum
E-14127	part 1 part 2	Davos Lucerne	01. - 04.03.2027 26. - 29.04.2027
E-14327	part 1 part 2	D-Frankfurt D-Berlin	27. - 30.09.2027 11. - 14.10.2027

Program fee*: CHF 10 900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens22
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

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, including the use of AI tools
- 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 × 4 days)

Sem.-Nr.		Ort	Datum
E-44127	part 1 part 2	Davos Brunnen	01. - 04.03.2027 19. - 22.04.2027
E-44227	part 1 part 2	Davos D-Berlin	01. - 04.03.2027 08. - 11.11.2027
E-44327	part 1 part 2	D-Frankfurt D-Berlin	27. - 30.09.2027 08. - 11.11.2027
E-44427	part 1 part 2	D-Frankfurt Zurich	27. - 30.09.2027 09. - 12.05.2028

Program fee*: CHF 10 900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens06
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Strategic Management

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
- AI as a sparring partner in the strategy process

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 AI, 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.	Ort	Datum
E-70027	UK-London	18. - 21.01.2027
E-70127	Davos	01. - 04.03.2027
E-70227	D-Frankfurt	27. - 30.09.2027
E-70327	CN-Shanghai	06. - 09.12.2027

Program fee*: CHF 5900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens05
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Unlocking Speed & Innovation in a Digital Age

What are the capabilities needed to deliver actual results in an increasingly faster and more complex business context? This program provides the necessary tools to unlock the speed an organization needs to perform in the future and drive the digital transformation forward. The seminar focuses on innovation culture and the necessary mind-set as well as the structural setup required to deliver results.

Concept

Due to the speed of transformation and innovation of some companies within growing complexity, it is becoming increasingly difficult to keep up. Incoming players are behaving in a fundamentally different fashion, and they are often outperforming significantly. What is the difference? How are they capable of thriving in this fast-paced, customer-centric business environment? Why is speed important?

1. Faster Innovation. Companies built for speed often have first-mover advantages. They can react more quickly to competitors' moves or market shifts with their own product innovations.
2. Lower Development Costs. Streamlined processes, faster iterations and reduced slack release financial and operating resources for other value-adding activities.
3. Larger Market Share. A product that gets to market early is less likely to face initial competition. A quick introduction allows a product to build market share before it declines into a commodity.
4. Greater Forecasting Accuracy. Because time between product design and product release is shorter, executives may be more willing to green-light trendy products that would otherwise be denied.

In this program, participants will acquire a clear understanding of the characteristics that drive the winners of the digital revolution and the features that define slower-moving organizations grasping for a foothold. Participants will obtain the tools to foster the organizational culture to unlock speed and creativity and to bring customer-centric products to market at high velocity and frequencies. In the seminar, approaches such as lean start-up methodology, design thinking, agility, rapid prototyping innovation labs and corporate venturing are going to be discussed.

Topics

The Mind-Set
Unlocking speed and innovation capabilities requires a fundamentally different mind-set compared to most current business operations. It requires higher tolerance levels for uncertainty and the possibility to perform trial and error projects. In this part of the seminar, different cultural barriers are explored that prevent success and methods presented on how to avoid them.

- Driving cultural forces in the context of digital transformation
- Winners and losers
- The agile mind-set
- ‚Failing' as an enabler of innovation and creativity

The Methods
Different approaches to unlock the innovation and creativity potential.

- Artificial Intelligence (AI)
- Lean, agile, scrum, design thinking
- Innovation constraints and innovation code
- Rapid prototyping
- MVP design and launch

The Structure
What is the perfect structure for your innovation setup? What is the most effective way to organize your bets? Is it through collaboration, start-ups or by creating a corporate accelerator, an innovation lab or a venture arm? What are the different ways to set up innovation efforts?

- A lab
- Corporate venturing
- Dancing with start-ups
- Setting up a clear structure and strategy
- Measuring success

Bringing it Home
This part of the program is designed to give the leaders specific tools to induce the knowledge into their business and begin the transformation journey as effectively as possible.

- Tools to change speed, culture and mind-set at the company
- Introduction to exponential thinking and exponential problem solving

Program dates (3 days)

Sem.-Nr.	Ort	Datum
E-21127	St. Gallen	08. - 10.03.2027
E-21227	St. Gallen	04. - 06.10.2027

Program fee*: CHF 3900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/dbt02
*Invoicing in EUR possible (depending on current currency rate)

SGMI Management Institut St. Gallen
www.sgmi.ch

Corporate Programs:
As well available as Corporate Program

HR in a Transforming World

HR has a role to play in digital transformation - and it is far more critical than one thinks. Among the most important elements of successful digital transformation are culture and talent – recruitment, development and retention. Furthermore, a culture capable of handling high levels of uncertainty and increased outside pressure needs to be established.

Concept

The digital revolution transforms the foundations of most companies. It is changing the business processes, the daily tasks and therefore the job requirements. HR is a key player in developing the "how" for organizations and should be a trusted partner in the transformation process. HR is faced with demands from multiple angles: the sought-after employer brand is changing, the business side of the organization is seeking a new culture to deal with the new challenges – and lastly – the entire technology stack and way of operating as a human capital department is fundamentally shifting. What is the difference? How can HR help the business to thrive in this fast-paced customer-centric business environment?

In this program for HR executives, HR managers, and business leaders, participants will be equipped with a clear understanding of the characteristics that are driving the digital transformation of HR. Participants will grasp what is needed to create thriving cultures, foster innovation and understand how to develop the future work environment. Finally, participants will recognize how their own area of operation is being fundamentally transformed.

Topics

Digital Transformation and HR
The HR landscape is a highly complex environment. Technological changes and shifts in employee behavior add to this complexity. This seminar explores, maps, and narrows down the landscape to a simple and understandable form.

- How technology is changing the world
- The digital transformation landscape
- The HR landscape

The Future Role of HR
With a clear understanding of the world around HR in the context of the digital transformation, the future role of HR has to be defined. How should HR be driving and supporting the digital transformation initiatives?

- The future of HR
- The "how" of the digital transformation

The New Employees
With knowing the context and understanding how digital transformation can work, the focus needs to shift towards the employees.

- The future employee
- The quantified employee
- Employee experience design

Culture
Culture and digital transformation naturally go hand in hand. For the HR executive and manager, it is fundamental to understand the underlying cultural changes that are needed to successfully transform the company. The participants will understand the different designs for xzcultures and how to best nurture them. The participants will get an insight into how to use "purpose and principles" as a compass for decision making that drives culture.

- Culture design and culture development
- Purpose and principles as a cultural compass

Bringing it Home
After a 3-day seminar, returning to one's own work environment can often cause frustration and friction, as the participants attempt to apply their newly acquired skills. Based on years of experience, part of the program is designed to give the HR executives or managers specific tools to transfer the knowledge and design the transformation journey as effectively as possible.

- Tools to transfer knowledge, culture and mindset into the company
- Designing a 12-month roadmap for success
- Using AI and digital tools in the HR process

Program dates (3 days)

Sem.-Nr.	Ort	Datum
E-22127	St. Gallen	10. - 12.05.2027
E-22227	St. Gallen	11. - 13.10.2027

Program fee*: CHF 3900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/dbt03
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

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
- Using AI to identify potential returns

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.	Ort	Datum
E-73027	USA-Boston	11. - 14.01.2027
E-73127	Brunnen	19. - 22.04.2027
E-73227	D-Berlin	08. - 11.11.2027

Program fee*: CHF 5900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens08
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Finance and Controlling

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
- Challenging plans and budgets by using AI tools

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.	Ort	Datum
E-74027	JPN-Tokyo	25. - 28.01.2027
E-74127	Vitznau/Lucerne	26. - 29.04.2027
E-74227	Davos	27. - 30.09.2027

Program fee*: CHF 4500.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens09
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Leadership & Personal Development

8-day seminar over 2 parts for executive managers, in particular top and senior managers as well as experts with management responsibility aiming to achieve above-average results with the help of their employees and teams, and improving their efficiency as a leader and coach. And for managers with responsibility for results whose function requires a high degree of decision-making and personality skills.

Concept

Well-managed companies are set on their course for success: Their profitability is above the industry average, attractive future fields can be occupied in time thanks to good investments, there is a constant optimistic atmosphere and everyone is committed and enthusiastic to work on common goals and projects. Power struggles, intrigues, or hedging tactics only occur infrequently. The winning spirit and the desire to achieve outstanding results as a group is paramount. The main objective of the leadership approach is transferring visions into concrete concepts and inspiring employees to successfully implement them. Comprehensive leadership qualities are prerequisites for being a successful manager.

Topics

Part 1: Leadership Management

Integrated Leadership Concept

- St. Gallen concept of integrated management
- Defining yourself as a leader
- Understanding leadership roles
- Laws and principles of effective leadership
- New leadership approaches: virtual leadership, AI and Generation Y, Z etc.

Communication as a Core Competence

- Communication as a core competence in the management process
- Particular characteristics of communication as a leader
- How communication motivates and drives peak performances
- How communication frustrates and leads to blockades and defensive behavior

Behavior of Good Leaders

- What are my personal strengths as a leader?
- What development opportunities can improve my leadership performance?
- What changes can increase employee performance and satisfaction?

Part 2: Personal Development

Personality

- How does a person become a personality?
- Analysing your own personality profile in the sense of a self-analysis
- Definition of strengths and weaknesses
- Theoretical foundations for external impact depending on the situational environment and the message recipients

Perception by third parties

- How you are perceived from the outside
- The importance of first impressions
- The conscious control of the signals you send out in interpersonal communication, both verbally and non-verbally
- The use of symbols and certain behaviours

Demeanour

- Techniques, aids and behaviours to improve personal appearance
- Analysing personal appearance under both normal and stressful conditions
- The art of using your own strengths in a targeted and conscious manner
- Working on existing weaknesses and correcting possible mistakes

Charisma

- The personal impact on the outside world
- Personal image and its importance in the modern social and economic structure
- Managing your own personality by defining a clear profile

Program dates (2 × 4 days)

Sem.-Nr.		Ort	Datum
E-98127	part 1	Lucerne	26. - 29.04.2027
	part 2	Davos	14. - 17.06.2027
E-98227	part 1	Davos	14. - 17.06.2027
	part 2	D-Berlin	11. - 14.10.2027
E-98327	part 1	D-Berlin	11. - 14.10.2027
	part 2	Davos	22. - 25.11.2027
E-98427	part 1	D-Berlin	11. - 14.10.2027
	part 2	St. Gallen	03. - 06.07.2028

Program fee*: CHF 9900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens24
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

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

Holistic 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 hybrid and agile work environments

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.	Ort	Datum
E-52127	Lucerne	26. - 29.04.2027
E-52227	D-Berlin	11. - 14.10.2027
E-52327	A-Vienna	13. - 16.12.2027

Program fee*: CHF 5900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens10
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Effective Leadership

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?
- The impact of artificial intelligence on leadership

Program dates (4 days)

Sem.-Nr.	Ort	Datum
E-75127	St. Gallen	31.5. - 03.06.2027
E-75227	Davos	25. - 28.10.2027

Program fee*: CHF 4500.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens11
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program

Personal Growth and Negotiation Excellence

This 4-day seminar offers a unique combination of two essential leadership competencies: developing a powerful, authentic personal presence and mastering strategic negotiation techniques. Effective leaders today are not only skilled negotiators but also individuals who command attention through their charisma, credibility, and communication style.

Concept

Even in an increasingly digital world, the importance of strong interpersonal presence is still continuing to grow. Successful leaders stand out because of how they are perceived: confident, respectful, and engaging. This seminar begins by helping participants understand and enhance their personal impact and then builds on this foundation to develop advanced communication and negotiation skills for business success. Through a blend of self-assessment, behavioral techniques, and real-world scenarios, participants will learn to:

- Recognize and guide how they are perceived by others,
- Strengthen their presence through authentic communication,
- Use personality and persuasive arguments as a strategic advantage in negotiations.

This seminar is designed for managers, team leaders, professionals, and decision-makers who want to increase their personal impact and improve negotiation outcomes. It is ideal for those looking to strengthen their leadership presence while navigating complex interpersonal and strategic business interactions.

Topics

Developing a Strong Personal Presence
Leadership begins with presence. Before a word is spoken, perceptions are formed – based on how we carry ourselves, how we enter a room, and how we respond to others. Through reflection, analysis, and practical exercises, you will learn to recognize your unique strengths, address areas for development, and build a consistent, confident image that aligns with your leadership goals.

- From individual to impactful personality: What defines a strong leadership presence?
- Self-analysis: Strengths, weaknesses, and personal style
- First impressions and how to consciously influence them
- The role of nonverbal communication in professional settings
- Enhancing appearance and demeanor under pressure
- Managing your personal image and leadership brand

Communication and Charisma
Charisma is not a gift – it is a skill. At the heart of effective leadership lies the ability to connect, inspire, and influence through intentional communication. Participants will gain tools to strengthen their interpersonal effectiveness by aligning clarity, authenticity, and impact.

- How others perceive you – and why it matters
- Using behavior, symbols, and tone to send consistent signals
- Balancing likeability with assertiveness
- The art of using your strengths purposefully
- Overcoming weaknesses and avoiding common missteps
- Building charisma for influence and long-term trust

Strategic Negotiation and Influence
Every meaningful decision in business is shaped by negotiation. Whether aligning internal teams, managing partners, or securing customer agreements, the ability to negotiate effectively is a hallmark of successful leadership. This module delivers a comprehensive framework for navigating negotiation processes with strategic insight and emotional intelligence.

- The essentials of successful negotiation: what's at stake, and how to win
- Understanding your negotiation style: cooperative versus competitive
- Preparation strategies: defining goals and understanding the other side
- Navigating through objections and unfair tactics
- Persuasive communication: solving problems and offering value
- Mastering price discussions and making meaningful concessions
- Securing strong, sustainable agreements and ensuring follow-up success

Program dates (4 days)

Sem.-Nr.	Ort	Datum
E-85127	Davos	14. - 17.06.2027
E-85227	Davos	22. - 25.11.2027

Program fee*: CHF 4900.– (plus 8.1% VAT for seminars in Switzerland)
Further information and booking via internet: www.sgmi.ch/ens25
*Invoicing in EUR possible (depending on current currency rate)

Corporate Programs:
As well available as Corporate Program



SGMI
MANAGEMENT INSTITUT
ST. GALLEN





Masters & Diplomas



Master & Diploma Degrees St. Gallen

What makes SGMI Master 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 reorganization 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 Master 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 Master and Diploma Programs, SGMI combines theory and practice – for a lasting impact in a rapidly changing world.

Information and Advice

Please do not hesitate to contact us for further information or to arrange a personal consultation at our study centre in St. Gallen.

Phone: +41 (0)71 223 50 30
Email: info@sgmi.ch
Internet: www.sgmi.ch/en

St. Gallen Masters & Diploma Pyramid

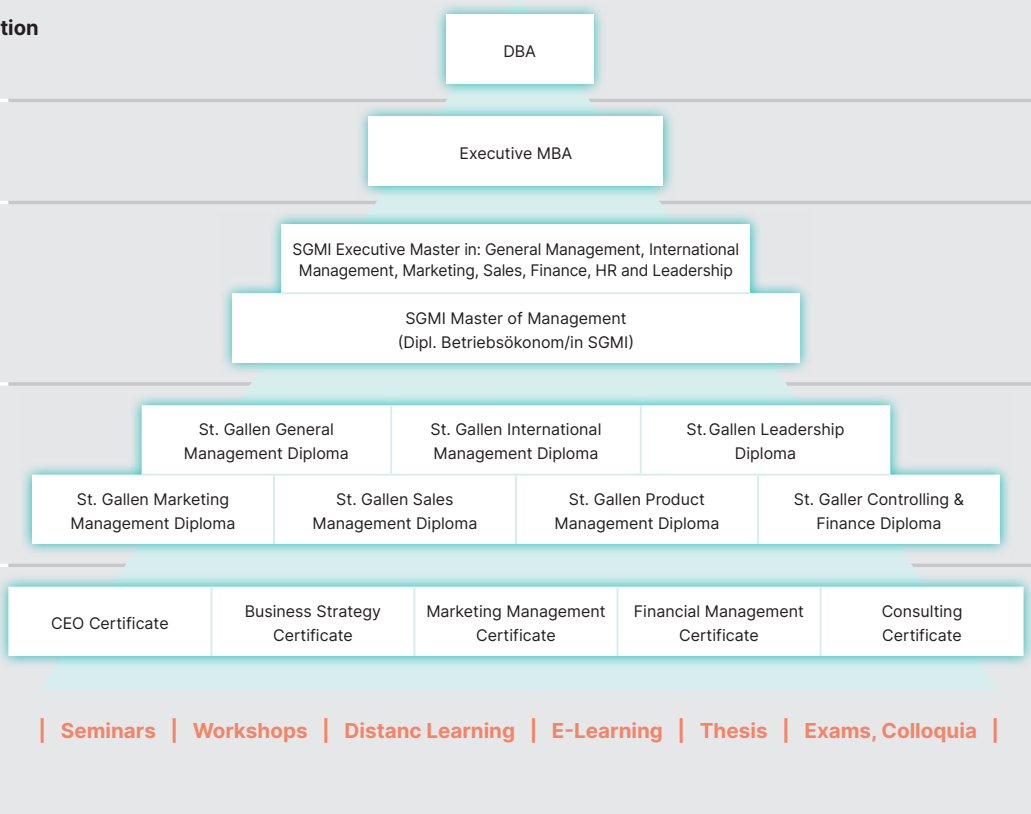
Doctor of Business Administration
(24–36 months)

EMBA
(24 months)

Master Programs
(12–18 months)

Generalist and Specialist Diplomas
(6–9 months)

Management Certificates
(4–8 months)



| Seminars | Workshops | Distanc 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).



Marc Oliver Opresnik
Prof. Dr.
Chairman SGMI Academic Committee



Gilbert Malgiaritta
lic. oec. HSG (University of St. Gallen)
Executive Director Open Programs

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 thaught 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.
- 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 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 four-day course:

- **CEO Certificate:**
  General Management (4 days)
- **Business Strategy Certificate:**
  Strategic 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.



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

International Management Certificates

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-50127	Seminar Distance Learning Project Paper	Own choice May, June, July 2027 Summer 2026
ED-50227	Seminar Distance Learning Project Paper	Own choice Oct., Nov., Dec. 2027 Winter 2027/2028
ED-50128	Seminar Distance Learning Project Paper	Own choice May, June, July 2028 Summer 2028

Programm fee*:
CHF 8 900.– (plus 8.1% 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-70127	Seminar Distance Learning Project Paper	01. - 04.03.2027 May 2027 Summer 2027
ED-70227	Seminar Distance Learning Project Paper	27. - 30.09.2027 October 2027 Winter 2027/2028
ED-70128	Seminar Distance Learning Project Paper	03. - 06.04.2028 May 2028 Summer 2028

Programm fee*:
CHF 8 900.– (plus 8.1% VAT)
Further information and booking via internet: www.sgmi.ch/end03
*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-74127	Seminar Distance Learning Project Paper	19. - 22.04.2027 June 2027 Summer 2027
ED-74227	Seminar Distance Learning Project Paper	08. - 11.11.2027 November 2027 Winter 2027/2028
ED-74128	Seminar Distance Learning Project Paper	09. - 12.05.2028 June 2028 Summer 2028

Programm fee*:
CHF 8 900.– (plus 8.1% VAT)
Further information and booking via internet: www.sgmi.ch/end05
*Invoicing in EUR possible (depending on current currency rate)

Corporate Clients

(Selection)

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

ABB Schweiz AG
Adam Touring GmbH
Aduno-Gruppe
Albert Berner Deutschland GmbH
Allianz Suisse
Alstom (Schweiz) AG
AMAG Automobil und Motoren AG
Ascom AG
AstraZeneca GmbH
AT&S Austria Technologie und Systemtechnik AG
AXA Konzern AG
Baden-Württembergische Bank
Baden-Württembergischer Genossenschaftsverband
BARIG e.V.
BASF SE
Basler Kantonalbank
Baloise Versicherung AG
Bausparkasse Schwäbisch Hall
Baxter Deutschland GmbH
Bayer AG
Bayerisches Rotes Kreuz
BayWa AG
BBBank eG
Beiersdorf AG
Bell AG
Berliner Verkehrsbetriebe BVG
Bischofszell Nahrungsmittel AG
BMW Austria Bank GmbH
Börse Stuttgart Holding GmbH
BP Switzerland
Carl Zeiss AG
Carrier Sütrak GmbH
Columbia Sportswear International Sàrl
Commerzbank AG
Continental Automotive Austria GmbH
Coop
Credit Suisse
Daimler AG
DeTe Immobilien
Deutsche Bahn AG
Deutsche Bundesbank
Deutsche Postbank
Deutsche Telekom AG
Die Schweizerische Post
Dräger Sicherheitstechnik GmbH
DRK Blutspendedienst NSTOB gGmbH
Dr. Oetker Nahrungsmittel KG
DZ Bank AG
EADS Deutschland GmbH
E.ON AG
Eidg. Finanzmarktaufsicht FINMA
Elektrolux AG
Elektrizitätswerke des Kantons Zürich
Endress+Hauser Process Solutions AG
Energie Wasser Bern ewb
Epson Deutschland GmbH
ERGO Direkt Versicherungen
EWE Aktiengesellschaft
Fresenius Medical Care Deutschland GmbH
Gategroup
Georg Fischer AG
Givaudan Schweiz AG
Goldwell/KMS California
Hamburger Sparkasse AG
Hartmann Druckfarben GmbH
HDI-Gerling Leben Vertriebsservice AG
Helsana Versicherungen AG
Henkel AG & Co. KG
Hertz Autovermietung AG
Hewlett Packard (Schweiz) GmbH
HOCHLAND Deutschland GmbH
Honda R&D Europe GmbH
Honeywell Security Deutschland
Hügli Nährmittel-Erzeugung GmbH
ING-DiBa AG
Innsbrucker Kommunalbetriebe AG
Intersport International Corporation Ltd.
Johnson & Johnson AG
Jungfraubahnen Management AG
Jungheinrich AG
Jura Elektroapparate AG
Kärntnermilch reg.Gen.m.b.H.
KPMG AG
Kuhn Rikon AG
Lafarge Dachsysteme GmbH
Landesbank Baden-Württemberg
Leipziger Verkehrsbetriebe
Lindt & Sprüngli AG
Lufthansa Technik AG
Luzern-Stans-Engelberg Bahn
3M ESPE Dental AG
Maag Pump Systems Textron AG
Mammut Sports Group AG
Mannheimer Verkehrs- und Versorgungsbetriebe
Manor AG
MEKRA Lang GmbH&Co. KG
Mercer Pulp Sales GmbH
Merck GesmbH Österreich
Mettler-Toledo GmbH
Migrosbank
MTU Aero Engines GmbH
Nestlé Suisse SA
Netstal-Maschinen AG
NKD Services GmbH
Nokia Siemens Networks GmbH&Co. KG
NOMOS Glashütte SA
NORD/LB
OKT Germany GmbH
Österreichische Hagelversicherung VVag
Österreichische Sporthilfe
Peugeot (Suisse) SA
Pfizer GmbH
Philips Lighting AG
Pluradent AG & Co KG
Pro Helvetia Schweizer Kulturstiftung
Raiffeisenbank
Ringier AG
Roche Diagnostics AG
Rieter Automotive Management AG
SBB AG
Schaffner International AG
Schweizer Fernsehen SRF
Schweizerische Rettungsflugwacht Rega
Scout24 Schweiz AG
SEW-EURODRIVE GmbH & Co. KG
Siemens AG
Signal Iduna Gruppe
Sirona Dental Systems GmbH
SIX SAG AG
Sonova AG
Stadler Rail AG
Stadtwerke München GmbH
STRABAG Property and Facility Services GmbH
Sulzer AG
Südleasing GmbH
SUPER RTL
SWICA Krankenversicherung
Swisscom AG
SWISS International Air Lines Ltd.
Swiss Re
Syngenta AG
Technoform Glass Insulation GmbH
Ticket Corner AG
T-Online International AG
Town & Country Haus
TRW Automotive GmbH
T-Systems GmbH
UBS AG
Union Investment
Universitätsspital Basel
Versicherungskammer Bayern
Vibracoustik GmbH & Co. KG
Vifor SA
Voith AG
Volkswagen AG
VZ VermögensZentrum
W.C. Heraeus GmbH & Co KG
Waldburg-Zeil Gruppe
Wella AG
Wintersteiger AG
Würth International AG
Württembergische Versicherung AG
YouGov Deutschland AG
Zeiser GmbH
Zimmer Germany GmbH





SGMI
MANAGEMENT INSTITUT
ST. GALLEN



Corporate Programs

www.sgmi.ch/inhouse



Corporate Programs



Custom Tailored for Lasting Company Development

Our Corporate 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
- Digitalization

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.

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





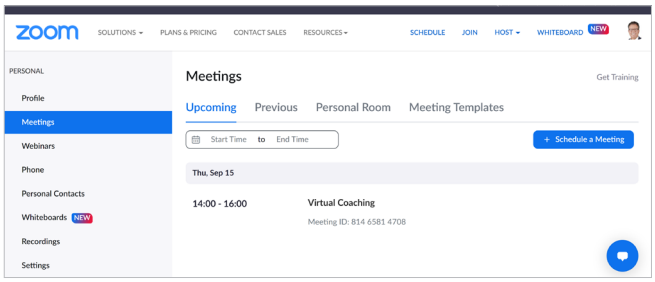


Digital Learning
New technologies offer possibilities to transfer the learning content of SGMI Institute of Management St. Gallen through new channels and thereby directly address different target with less effort. Digital Learning Portals, MOOC, and even entire integrated digital development programs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

SGMI Management Institute St. Gallen
Bogenstrasse 7, CH-9000 St. Gallen
Phone: +41 (0)71 223 50 30
Fax: +41 (0)71 223 50 32
Internet: www.sgmi.ch/en/corporate-programs
Email: inhouse@sgmi.ch



Daniel Schmidlin
lic.oec.HSG (University of St. Gallen)
Executive Director Corporate Programs

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 Recruting and Development	
Human Resources Management		Building Dynamism with Empowerment	Building Dynamism with Empowerment		Strategic Human Resources Management	Current State

St. Gallen Centers

FOCUSED KNOWLEDGE – DISTINCTIVE COMPETENCE.

The St. Gallen Centers emphasize the competences of the SGMI Institute of Management St. Gallen and pool its state-of-the-art management knowledge - always with the goal to engage with a topic in a focused and in-depth manner. While maintaining a holistic overview we assess the various aspects of management and derive practical instruments. These insights and tools can be obtained in our open seminars and corporate programs and are part of our consulting approach. In this sense, the credo of the St. Gallen Management Model applies once again: creating orientation without losing sight of the interrelationships.

Center for Strategic Management

The best strategy to secure your success permanently.



Head
Romed Guntern
lic.oec.HSG et lic.iur.HSG

Center for Corporate Innovation

Innovation in a complex business environment.



Head
Lucas Sauberschwarz

Center for International Management

Top entrepreneurial performance in a global environment.



Head
Walter Rodriguez
Prof. Dr.

Center for Digital Business Transformation

Digitalization as a driver for innovative business models.



Head
Rasmus Nutzhorn

Center for Governance and Compensation

Facilitates successful value creation.



Head
Stephan Hofstettler
Dr. oec. HSG

Center for Corporate Social Responsibility

CSR - the management system of the future.



Head
Martin Neureiter
Mag.

Center for Marketing Management

Create sustainable value for your clients.



Head
Marc Opresnik
Prof. Dr.

Center for Brand Management

Differentiation through branding.



Head
Alexander Haldemann
Dr.

Center for Online Marketing & Social Media

Marketing in the digital age.



Head
Anna-Lena Klein

Center for Resilient Marketing

The path to an agile marketing organisation.



Head
Ruben Mosblech

Center for Financial Management

Increase your company's value sustainably and for the long term.



Head
Thorsten Truijens
Dr. oec. HSG

Center for Mergers & Acquistions

Customer-oriented, cost-optimized, growth-promoting, flexible and fast.



Head
Osama Rifai
lic.rer.pol.

Center for Controlling

Control, lead, govern.



Head
Gilbert Malgiaritta
lic.oec.HSG

Center for Leadership Management

Achieving leadership excellence.



Head
Daniel Schmidlin
lic.oec.HSG

Center for Change Management

Actively shaping change processes.



Head
Oliver Titzmann

Center for Personal Leadership & Motivation

Take on and embody the role of a leader.



Head
Mark McGregor

Center for Executive Coaching

The one-to-one development approach.



Head
Michael Liehmann
Dipl. Ing.

Center for New Work

Employee satisfaction and performance in the new working world.



Head
Andreas Seitz

Center for Rhetoric

Professional demeanor and language skills.



Head
Michael Ehlers

Center for Start-up-Management

Turning a business idea into market success and a successful company.



Head
Chris Stern
Dr., MBA

Center for Asia

Successful management in the Asian market.

Head
Theresa Stewart

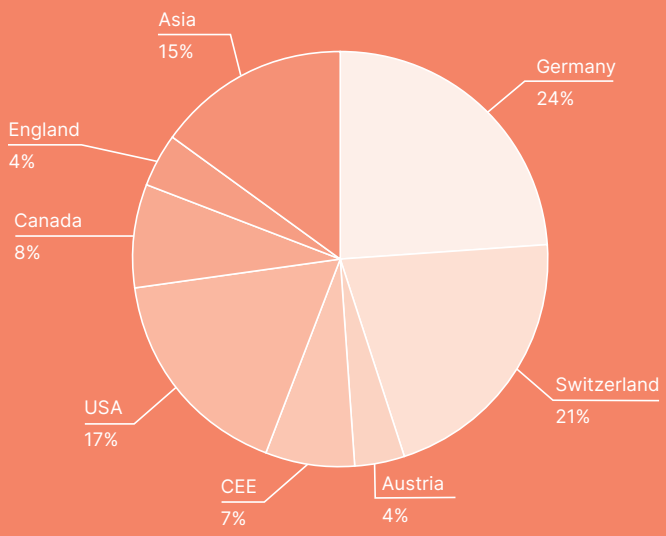


Xiaolong Hu

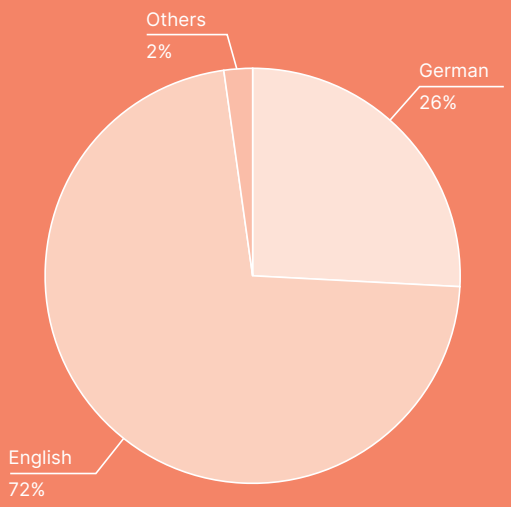


Client Structure

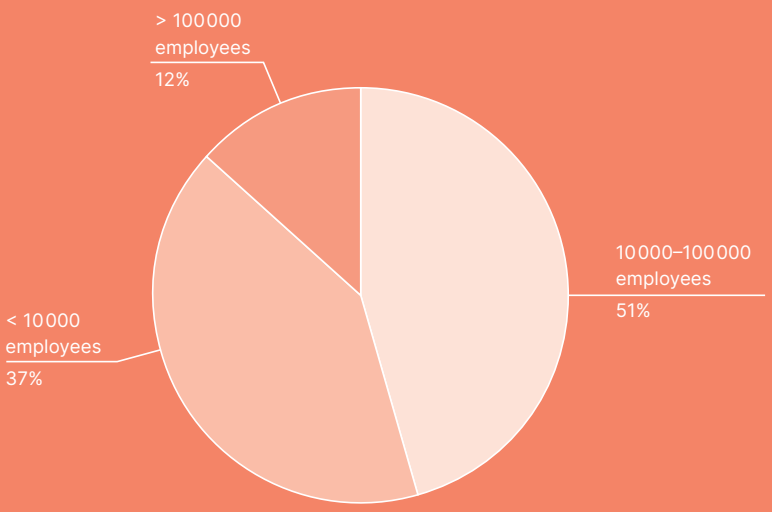
by country (headquarter)



by course language



by company size





SGMI
MANAGEMENT INSTITUT
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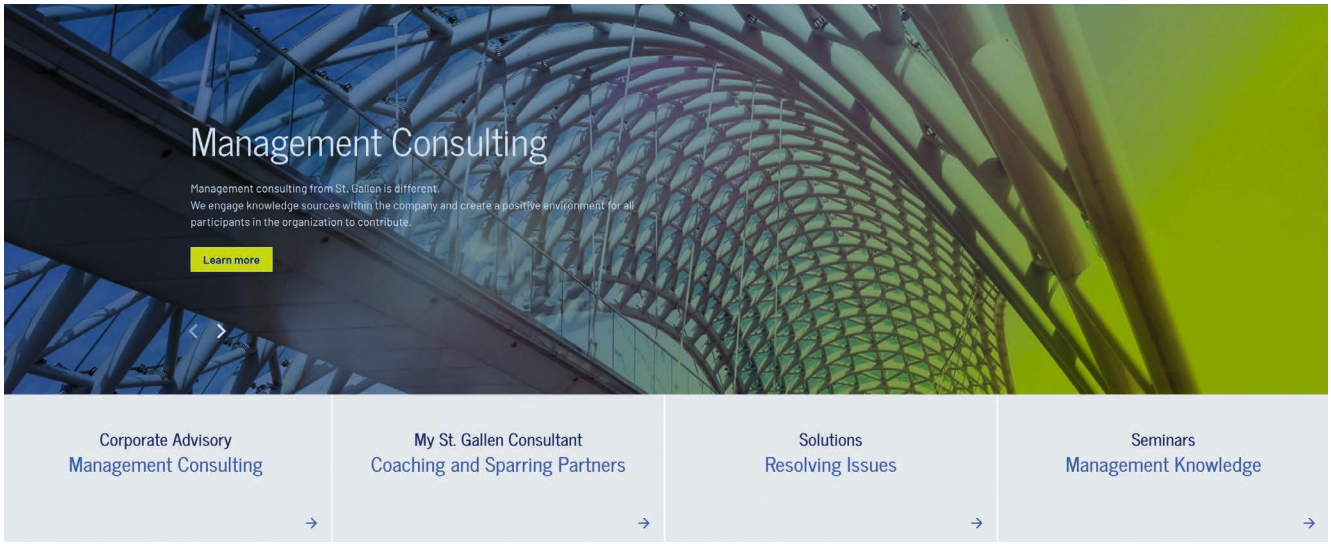


St. Gallen Consulting

www.sgimc.ch



St. Gallen Consulting www.sgimc.ch



Methodology

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 conflicting 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.

Phone: +41 (0)71 222 15 00
Internet: www.sgimc.ch
Email: consulting@sgimc.ch

Administration & Registration

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
E-mail info@sgmi.ch

Registration

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

SGMI Management Institute St. Gallen
Bogenstrasse 7
CH-9000 St. Gallen
Internet www.sgmi.ch
E-mail seminare@sgmi.ch

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

- 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 8.1% 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 Francs (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 400 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 cancelation insurance to cover the above seminar cancelation 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

E-mail | Number of Employees

Industry | Function

Date | Signature

PPM27

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

SGMI Management Institute St. Gallen
Bogenstrasse 7
CH-9000 St. Gallen
Phone +41 (0)71 223 50 30
Internet www.sgmi.ch
E-mail seminare@sgmi.ch

or register at www.sgmi.ch

SGMI Alumni Network

SGMI MANAGEMENT INSTITUT ST. GALLEN alumni

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:

www.sgmi.ch/alumni

Visit us in our LinkedIn Community.

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.



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

St. Gallen Experience

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Bogenstrasse 7 • CH-9000 St. Gallen • Telefon +41 71 223 50 30 • seminare@sgmi.ch • www.sgmi.ch