Corporate Management Programs and In-house Workshops
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Since the early seventies St. Gallen has evolved as the center of modern management development. Professor Dr. Hans Ulrich († 1997) early on recognized the importance of a holistic, integrated management approach. Dr. Ulrich’s successor, Dr. Knut Bleicher — a long-term scientific director and chairman of the supervisory board of St. Gallen Business School — took on the task of transforming the approach and development of the St. Gallen Management Model into the Integrated Management Concept, providing pragmatic guidance for best practice and implementation. Today this concept is internationally well recognized and popular; it has a major impact on how today’s managers think.

Nowadays the St. Gallen Approach is more popular than ever. One-dimensional leadership is out; holistic management is in. The St. Gallen approach deliberately does not offer quick fixes and simple solutions. Rather it provides a framework (according to Prof. Ulrich: «An empty shelf to be stocked with expertise.») that supports executives in getting a comprehensive view, defining problems and finding viable solutions.

The wide range of management seminars and consulting options provided in St. Gallen transformed this location into an actual Mecca for management training. The foresight of Prof. Ulrich and his vision of a Consulting and Management Valley for Switzerland comparable to Silicon Valley — with all the economic benefits for the area — lead to privately organized spin-offs from the St. Gallen University to develop management training and consulting.

St. Gallen Business School is one of the largest and most renowned providers of Management Seminars catering to German speaking regions. Our privately held independent and neutral institution provides training and development based on the St. Gallen Model of Holistic Management for more than 3000 executives from businesses and governments per year.
At the St. Gallen Business School we strive to provide proven concepts as well as latest insights in management research and training for executives, specialists and experienced managers.

By catering to these highly demanding participants we have established certain didactical concepts and specific qualifications for our faculty members that proved to work and provide a comprehensive framework for any possible scenario. Part of the challenge is the selection of compact course content that has to be introduced in a very short period of time: This does not only require solid business competence but also knowledge of best practices for specific situations, knowing what actions to take, and awareness of current business trends. Other aspects concern the didactical and professional experience of our faculty members. Knowing how to transfer concentrated knowledge and best practice to top executives requires specific qualifications from our faculty members.

Developing such focused proficiencies takes time and cannot be done overnight. We at SGBS took this time and developed the «SGBS Selection of Expertise» that we consider essential for any executive and manager and introduced to our participants in adequate steps.

Conquering these prerequisites levels the playing ground for managers of different fields and hierarchy positions. This fosters mutual acceptance, motivation and provides implementation benefits for participants and clients. Due to this unique focus on highest practical relevance and being a leading edge faculty, the St. Gallen Business School evolved as one of the most acclaimed partners for corporate management development.

Such progress results in increasing numbers of participants in our open seminars, ever more featured seminars, growing numbers of long-term in-house customers, rising numbers of MBA and diploma graduates as well as more requests for collaboration with SGBS – be it for MBA programs, corporate universities or international government institutions.
Open Seminars Adopted for In-house use

The content of an open seminar is adopted 1:1 as an in-house seminar for the management of your organization. In addition to general case studies introducing new course content, we also address company-specific challenges and examine their alignment with the St. Gallen Methodology.

Tailored In-house Seminars

During an intense preparation phase and based on your input we are drafting a seminar concept covering your specific needs. We often integrate individual challenges of participants and during the seminar create a workshop-like environment focused on crafting viable and tangible business solutions.

Combination of Open and In-house Seminars

This management development concept combines open course modules with tailored in-house modules in order to cover all your needs over a longer period of time. On the one hand participants take advantage of insights into various industries and specialties (in open seminars), and on the other hand the internal seminars emphasize teamwork and interaction with employees of your organization (in-house seminars).

Simple Training or Comprehensive Management Development

The designs of our corporate training programs allow us to combine «simple» modules covering specific topics with comprehensive, continuing management development programs. Considering the increased time restraints of modern executives, this approach allows us to design an optimized management development program for your organization.
Leadership Week
3-day leadership seminar for managers of Hapag-Lloyd

Conception
- Holistic management and complexity in leadership
- My role as a leader: Inventory of personal leadership skills
- Driving personal potential
- Securing consistency
- Objective: Subconscious decisions for insignificant aspects
- Objective: Daily work load
- Delegating and time management
- Management roles, functions and tasks – Dos & donts
- The ten principles of highly effective people
- Psychology of winning
- Change of management systems and styles
- Leadership personality
- Key traits of successful leaders
- Driving effectiveness and efficiency by focusing
- Change management
- Leadership in change processes
- Dealing with conflicts

Customer Feedback

Interview with Mrs. Stefanie Sieg
Manager Corporate Human Resources

Why did you select the St. Gallen Business School for your corporate leadership training?

We have been working with St. Gallen Business School for many years and we were always extremely satisfied with their performance. Over the years SGBS stood out as an excellent partner for our in-house management development seminars in English. The tailored programs, covering our specified corporate needs, are of superior quality and guarantee an intense, comprehensive learning process.

What was the objective of this in-house seminar?

Our international leadership training was not mainly focused on transferring knowledge and/or providing the necessary leadership tools, but rather on providing new, critical input for personal advancement and in-depth training of leadership skills. The analysis of personal leadership traits and remedies thereof helped to advance personal leadership competence. We wanted to unearth unused leadership potential and emphasize the significance of responsible self-management.
International Training

«Building the Best Marketing & Communications Mix» for Microsoft Central & Eastern Europe

2-day concentrated training for product managers, marketing and communications managers of the subsidiaries of Microsoft Central & Eastern Europe from the Czech Republic and from Hungary, hosted in Prague and Budapest.

These two training days have been designed to introduce participants to new perspectives, concepts and methodologies and a comprehensive approach and structural framework to develop specific marketing and communications concepts tailored to their respective countries. This includes the classical marketing mix levers with all normative parameters, by country and from Microsoft. The discussion focused on critical steps for analysis and adaptation of individual elements on different project levels. Additionally we emphasized internal input in the training program to support country-specific planning processes and best practices – for example from marketing and communications.

The methodology for this training was a combination of knowledge input, interactive coaching, discussions, as well as immersion exercises and case studies for reinforcement of newly gained insights. Together with the regional managers we tailored the course contents to local requirements and integrated case studies of practical relevance.

Participant Feedback from the International Training in Prague and Budapest:

- Good understanding of the touched management concepts
- He used a perfect mix of Microsoft and other industry related examples to make it more vivid
- Very good knowledge and the scope onto problematics and theme, a lot of information and knowledge to share
- Very catching presentation. The instructor used practical application which helped to understand
- I liked the individual approach of the instructor and the non-traditional training, discussion and the way, the training was managed
- I appreciated the holistic approach, very useful for my own business
- Practical and helpful training to develop own methodologies and procedures to analyse the market and future options
Management Development Program – Altana AG: Business Simulation

Objectives – Course Content:
- Challenging current competence in financial management and filling knowledge gaps in «war game rounds» and seminar modules in order to comprehensively refresh and update individual finance management competence.
- The war game identifies possible problem areas typical to Altana, showcasing their effect on the financial situation of the organization and providing input for productive discussions.
- Altana managers contribute input-lectures about company-specific insights and attributes of corporate financial management («And how does this look in our company?»)
- This program is organized in two groups: A) Financial specialists B) Participants with limited financial experience. The two groups are using different war game plans.

Module Business Management War Game

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
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<tbody>
<tr>
<td>– Introduction to the Business Management War Game. Joint Round 1</td>
<td>– Rounds 3 and 4</td>
<td>– Rounds 5 and 6</td>
<td>– Rounds 7 and 8</td>
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<td>– Refresher of basic financial mgmt. skills:</td>
<td>– Cost and profit optimization</td>
<td>– Cost management</td>
<td>– Applying various company valuations</td>
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<td>– Repetition of basics and important aspects of financial leadership for managers</td>
<td>– Value management: Drafting and realizing value-based objectives</td>
<td>– Ratio of fixed and variable costs: Cost optimization potential</td>
<td>– Mergers &amp; Acquisitions from a financial perspective</td>
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<td>– Hurdles and remedies for planning and budgeting</td>
<td>– Cash and liquidity management: Short and mid-term aspects, effectively safeguarding liquidity</td>
<td>– What are the product costs?</td>
<td>– Completion of the War Game with:</td>
</tr>
<tr>
<td>– Drafting individual strategies and plans per team: Our strategy from a financial point of view</td>
<td>– Asset and cash-flow information as indicators of the financial health of the organization</td>
<td>– Cost accounting: Types of costs, cost units, cost centers</td>
<td>– Review and highlights</td>
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<tr>
<td>– Round 2</td>
<td>– Review of the war game strategy and updated plans based on current scores</td>
<td>– Decision support for managers of complex projects: Investment and profitability calculations</td>
<td>– Obstacle &lt;liquidit&gt;</td>
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<tr>
<td>– Initial conclusions and findings, feedback round per team</td>
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<td>– Key performance indicators: Effective controlling for managers</td>
<td>– Discussion of individual decisions</td>
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<td></td>
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<td>– Conclusions and findings, feedback round per team</td>
<td>– Consequences for the risk management</td>
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<td>– Findings and transfer of knowledge</td>
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<td>– Wrap-up</td>
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<td>– C-Level presentation: Financial Management at Altana</td>
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Leadership Training

Leadership training for top-level executives of Leopold KOSTAL GmbH & Co. KG, based in the open seminar «Leadership — St. Gallen Leadership Program»

Concept and Objectives

- Inventory of personal leadership skills
- Best practice leadership concepts
- Leadership in conflict situations
- Driving efficiency and effectiveness by focusing on team management: Efficient project team management
- Finding and advancing management potential
- Personal motivation
- Leadership Dos & donts
- Top performance due to leadership competence

Customer Perspective – Feedback

Why were you partnering with St. Gallen Business School for corporate training? Because of the outstanding experience we have had for years with individually customized programs from the St. Gallen Business School: Business acumen of faculty and professional excellence throughout all subjects. SGBS excels in catering to specific organizational requests because they can draw from a large pool of distinctive faculty members — and thus are able to work around the schedules of busy managers with major time restraints.

How were you able to fit these training programs into your long-term planning? We felt that the comprehensive program offerings at SGBS were allowing us to interlock seminar sequences with individual activities for management teams. The concept of training more generic skills is very important for our organization.

Leadership – St. Gallen Leadership Program – Course Modules (2-days each)

<table>
<thead>
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<th>Module 2: Coaching, Motivation</th>
<th>Module 3: Target-oriented leadership</th>
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<tr>
<td>- Personal leadership competence as prerequisite for leading employees</td>
<td>- Leading and coaching</td>
<td>- Alignment of objectives and requirements on all levels</td>
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<tr>
<td>- The personal leadership role and its impact on subordinates, superiors and peers</td>
<td>- Top performance based on great leadership</td>
<td>- Leadership in crisis</td>
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<td>- Analysis of your personality</td>
<td>- Professional teamwork: How to impact group dynamics</td>
<td>- Strategies for conflict resolutions</td>
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<tr>
<td>- Unleashing personal potential, social competence and personal leadership competence</td>
<td>- Motivational skills for personal and peer motivation</td>
<td>- Dealing with difficult employees</td>
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<tr>
<td>- Analyses and mindsets for daily life</td>
<td>- Employee satisfaction based on good performance: The concept of personal responsibility</td>
<td>- Finding and advancing management potential</td>
</tr>
<tr>
<td>- Dealing with people: Dos &amp; donts</td>
<td>- My contribution to corporate success</td>
<td>- Evaluate and capitalize on current employee potential</td>
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<tr>
<td>- What fits my personality?</td>
<td>- Common leadership mistakes and how to avoid them</td>
<td>- Leadership models for the practice</td>
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General Management for CEO’s
The three-stage training “General Management for CEO’s” was designed for CEO’s and managing directors in the group of the «Network Partners» of RWE.

Customer Perspective – Feedback
Interview with Berthold Brahm, CEO, The Network Partners

What goals are you pursuing with your three-stage training “General Management for CEO’s”?
The managing directors of our partner enterprises would like «to kill two birds with one stone» by fostering their personal networks and gaining new levels of leadership competence.

Were you able to fulfill the expectations so far?
Absolutely! The participants are thrilled. Almost 60 partners engaged in the training just the last 12 months.

Why did you decide to offer the training in collaboration with the Business School St. Gallen?
We did like how SGBS implemented our specific customer needs into the seminars.

What feedback did you get from training participants regarding the course modules?
Overwhelmingly positive! The instructors did not only provide in-depth knowledge of their subjects, but also broadened the horizon.

How were participants able to translate the inputs of these In-house Seminars into practice?
Very well! Some instructors have been assigned later to conduct individual strategy workshops.

Would you recommend the St. Galler Business School?
Absolutely!

Subjects – Design of the 3 Training Modules

Module 1: Strategic Management
Faculty: Andreas Rippberger
Subject list:
- Integrated Management
- Tools for corporate governance
- Incorporation of vision, mission and strategic goals into corporate strategy
- Basic strategies and corporate strategies
- Appropriate analytical tools: What does actually work
- From strategy to marketing
- Common mistakes of strategy implementation

Module 2: Personal Leadership Competence
Faculty: Dr. Sebastian Wolf
Subject list:
- Personal leadership as imperative prerequisite for employee management
- Efficient meeting techniques; moderating work shops
- Building and leading teams
- Preparing for a successful day; work/life balance
- Stress analysis – stress test: Recognizing stress symptoms and patterns

Module 3: Leadership & HR
Faculty: Beat Kappeler
Subject list:
- How to design a leadership concept
- Analysis of corporate identity and corporate culture for leadership
- How to activate personal potential and enhance social competence and leadership competence
- Strategies for conflict management
- Personnel development – Evaluation process for staff and management
Management Consulting

- Our principles
- Sustainable Results Prevail
- Integrated Management Approach
- Focus on Implementation
- Systematic Procedures
- Moderating – Coaching – Sparring Partners

Management Consulting – Our Philosophy

Successful consulting is characterized by the awareness of integrated perspectives. Simple recipes, short-lived optimization, quick fixes and copying buzzwords is not what we do.

Our SGBS senior consultants address your questions about corporate issues from an implementation-oriented perspective. Implementation to us does not mean delivering a 400-page power point presentation; we do collaborate with our clients and their executives to develop systematic and iterative procedures for viable solution-oriented approaches. We aim at generating different alternatives extracted from a wide array of perspectives, and translating them into genuine action plans that ultimately support the implementation process. Our consultants adopt different roles: introducer of the methodology, moderator of internal processes, or acting as coach providing expertise and supporting the executives along the way; we are always taking on the role of questioning current approaches and solutions in order to open up new paths.

Holistic consulting means dealing with the most critical issues and carefully weighing the information gained during these processes. We seek answers that address much more than the problems based on financial figures, answers that conquer the real challenges your organization is facing. We have to ask ourselves:

- Will today’s customers also be tomorrow’s customers?
- Can current corporate processes master future challenges?
- How does our corporate culture influence the strategic processes?
- How can we develop our employees in the right direction?
- Do we have the capability to fulfill our responsibilities?
- Do we have a sustainable market position; how do we control our life cycle?
- How do we secure the resources required for future innovation?
- What are the dos & donts for successful implementation of a sales concept?
Examples of Current Consulting Projects

Strategy Review
In the scope of several workshops we reviewed the existing corporate strategy and analyzed the following parameters: Were the normative prerequisites still up to date? What developments did we expect to happen in the near future? What were the implications on our corporate strategy? What actions were required for alignment with the new strategy? The objective of this workshop was to question the current strategy and to craft an updated strategy ready to take on future challenges.

Change Management
Changing corporate culture takes time and patience and requires a clearly defined implementation plan. We assisted in designing the implementation plan and coached executives during the adaptation phase.

Sales and Distribution Concepts
Within the scope of the defined corporate strategy we strive to gain a vital marketing position by implementing a clearly defined sales and distribution concept.

Marketing Concept
The proper marketing mix is essential for successful introduction of products or services. Depending on the current phase of the product life cycle, we develop a marketing concept reflecting the corporate framework (culture, financial situation, competences).
Client Feedback

«This training provided a solid foundation, improved our confidence regarding economic questions and can easily be multiplied if needed.»

Dr. Matthias L. Wolfgruber,
Chairman of the Board
ALTANA Chemie AG

«I would like to emphasize the consequent focus of the training methodology on activating empowerment of the seminar participants. In my experience this is exactly what separates the wheat from the chaff.»

Dr. Manfred Wittenstein

«Highly professional seminar preparation and conception – brilliant faculty, sustainable implementation of the St. Gallen Model into practice – valuable contribution to Unité de Doctrine and Team Spirit.»

Beate Monastiridis

«SGBS is a strategic partner who has a direct relationship to businesses. SGBS perfectly combines academic competence for executive development programs with practical inputs that are so vital and that are especially appreciated by our management.»

Dr. Herbert Schlötter,
Head of Group Human Resources
Wüstenrot & Württembergische AG Stuttgart

«Piece by piece we can observe that the approach of our management to operative business processes is changing for the better.»

Susanne Böhm
Head of HR Development
DHL Freight Germany GmbH

Client Feedback

GETRAG
Fabasoft
Microsoft
Würth
Munich Re
Pioneer Investment
Altana
Knauf
Targo Bank
Zeppelin
Wincor Nixdorf
Wüstenrot & Württembergische
Siemens
Hapag-Lloyd
H&D International
Airplus
Union Investment
Wittenstein
Jysk
Fresenius Kabi
Hugo Boss
Isra Vision
Merck
Sanofi
Actelion
Adesso
Norske Skog
Techem
KSB
Sick
Hörbiger
Hatz
Deutsche Börse
TÜV Nord
TÜV Rheinland
SAP
Oce
etc.
St. Galler Business School

International Collaboration

- M/O/T – Alpen-Adria University Klagenfurt
- KSB – Cracow University
- Harvard Club
- London School of Economics
- CEIBS Shanghai

M/O/T – Alpen-Adria University Klagenfurt

In partnership with the M/O/T School of Management, Organization, Development, and Technology of the Alpen-Adria University Klagenfurt, the St. Gallen Business School is offering two academic Master Programs:

- MBA of Integrated Management
- International Executive MBA

We also jointly develop and provide international in-house seminars.

Harvard Club der Harvard University

The strategy week and leadership week (open seminars) have been successfully offered in Boston for many years.

London School of Economics

The finance week (open seminar) has been successfully offered in London for many years.

KSB – Cracow University

The international program "MBA in European Multicultural Integrated Management" is offered in partnership with the KSB Cracow School of Business of the Cracow University in Poland.

CEIBS – Central European International Business School Shanghai

The Asian Week Shanghai (open seminar) has been an important module of our MBA programs for many years.
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