

**St. Gallen
Business School**

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ST. GALLEN**



St. Gallen Programs in English

2023

The world has not gotten simpler, since today's definitive book in management "The Concept of Integrated Management" has been published by Knut Bleicher. Back in the day Knut Bleicher pleaded for an integrative approach and pointed out the fact, that the world would have to change in terms of understanding business and management. Because of ever increasing complexity in the world the different challenges cannot be managed by unidimensional interventions.

Unlike a decade ago, the projections of current economic situation are lacking stability and changing in full swing. This manifests in the global turbulences within business and society, not being considered as plausible a few years ago are now abruptly growing in the ever increasing digitalization world.

As a result a feeling of uncertainty and disorientation arises, penetrating the decision makers within the companies. Because of the ever increasing level of complexity it is very difficult to figure out the small path to success that guides through an almost tight thicket. The extreme load of information resulting from worldwide interconnectedness leads to a confusion instead of a clarification.

Fortunately many companies are getting increasingly aware, that a short term, isolated and simple interventions are unable to solve the ever changing problems within a complex world. The modern economy demands more – it demands an integrative framework enabling companies to re-position if not reinvent themselves.

It is the merit of Prof. Dr. Dres. h.c. Hans Ulrich who was one of the first to recognize these developments and pioneer the solution together with his colleagues at the University of St. Gallen.

His successor Prof. Dr. Dres. h.c. Knut Bleicher optimized the model of Ulrich and developed the Concept of Integrated Management, that bears up tremendous developments (9th Edition 2017).

The seminar program of the Business School St. Gallen is based on the "St. Gallen Concept of an Integrated Management". Today the St. Gallen Management-Concept is a gold standard within modern management training and development.

The Concept of Integrated Management provides a mental map and a steering aid meeting the needs of today's profoundly complex and global challenges. However, the St. Gallen Approach intentionally advanced by Professor Knut Bleicher isn't a recipe or a nostrum. In fact it offers a perfect framework – a "framework for meaning" (Ulrich) – which helps managers to identify and solve problems by themselves. Via the integrated process concepts the experienced manager acquires the essential thought-provoking impulses and instruments enabling them to apply the holistic St. Gallen body of thought within their own company. As a consequence manager acquires the library of solutions and basic concepts necessary to deal with the emerging changes.

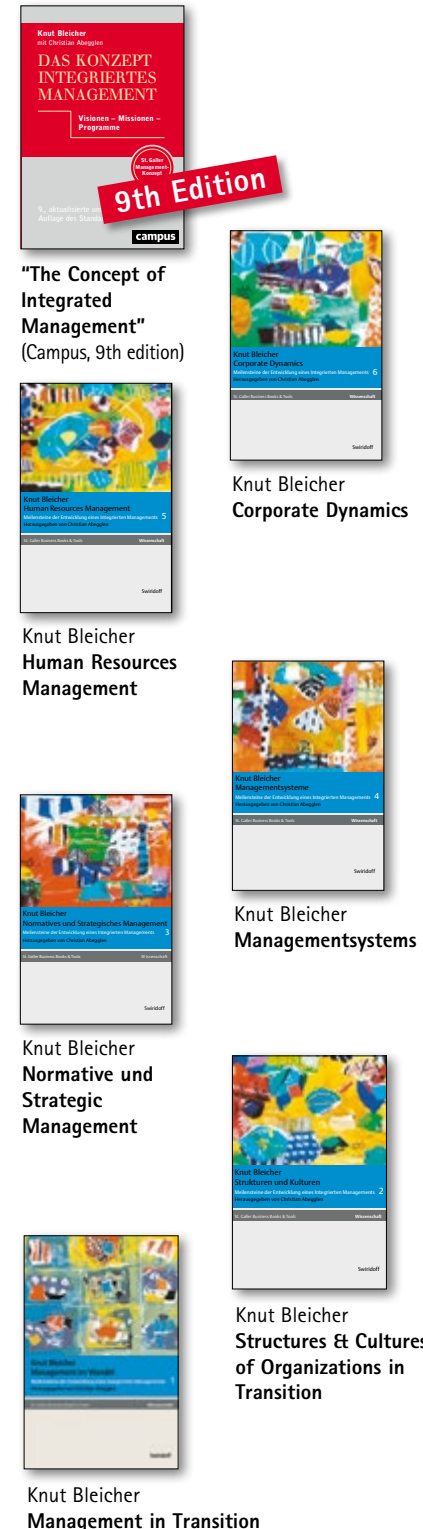
The St. Gallen Concept by Prof. Bleicher has been recently published in the 9th edition (2017). The Integrated Management Concept of Knut Bleicher remains the central pillar of the St. Gallen framework of management. Moreover this integrated approach marks an explicit opposite pole to unidimensional management thinking especially widely spread among both Britain and the United States.

Faculty

The nearby 100 lecturers (scientists, senior consultants, practitioners) of the St. Gallen Business School are proven experts within their area of expertise and convey their knowledge in a top-class and implementation-oriented manner.



Günther Pipp
Dr.oec.HSG
Chairman of the Board
St. Gallen Business School



Seminars in English 2023

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CEO & Senior Executive Program

Seminar Dates

2023

No. E13123	1st Session 2023
part 1	March 20 – 23, 2023, Berlin, D
part 2	June 19 – 22, 2023, Brunnen, near Lucerne, CH
No. E13223	2nd Session 2023
part 1	Sept 11 – 14, 2023, Davos, CH
part 2	Nov 20 – 23, 2023, Davos, CH
No. E13323	3rd Session 2023
part 1	Oct 17 – 20, 2023, Boston, USA
part 2	Nov 20 – 23, 2023, Davos, CH

Duration: 4 + 4 days

Course Fee*: CHF 10900.–

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

Registration: www.sgbs.ch/e13

Participants

Members of management boards, top and senior-level executives. Heads of business areas, divisions or business units. Heads of major departments at company headquarters. Experienced managers in responsible positions looking to enhance and update their management skills even further and in a targeted way.

Structure

Part 1: Part 1 deals with the most important strategic decisions you will make at your company. It shows you how you can better implement these decisions with measures and processes; how to define even more sharply your company's objectives and to organize business activities to realize them, along with aspects of executive leadership.

Part 2: Part 2 analyses fiscal decisions that make a major contribution to your company's success, both financially and in its business operations.

Concept

As an executive at the top or upper level in company hierarchy, you determine the course your company takes. To conduct business effectively at all levels using your strategic decisions requires professional management techniques. Using numerous examples, we show you the options open to you for organizing a results-oriented management system.

Impact

This 2-part program for top executives deals in-depth with the most important topics in holistic corporate management. It gives valuable insights about this to top and senior-level executives in company management, whose decisions about strategy, finance and personnel are crucial in setting the course their company will take in its further development.

Topics

Main Topics of Part I

Holistic Management

- What is holistic management responsibility?
- Diverse management roles
- Top management is dependent on the maturity of company organization

Determining Guidelines

- What must management stipulate in order to get the company on the right track?
- What should top management not stipulate to ensure individual initiative and entrepreneurship is not choked off?
- What affect do guidelines have? Useful, real-world examples

Defining your Strategic Approach

- Strategically-relevant information
- Requiring periodic analyses from employees
- How to avoid overlooking shifts in trends and discontinuities
- Identifying and capitalizing early on new opportunities
- The strategic status-quo – challenges and actions required

Topics

- Developing a value-enhancing strategy that ensures a company's future success

Stipulating Strategic Objectives

- The strategic objectives system
- Strategic objectives as a requirement

Corporate Strategy

- Rules to follow, methods to use. Best practices
- Testing your own company strategy

Business Strategies

- The areas of business and business units of a company
- Precise and short formulation of business strategies

Operational Strategies

- Operational areas also need a strategy
- Aligning operational strategies to business and corporate strategies

Implementation of Strategies

- Methods to ensure successful implementation of strategic concepts
- Operational excellence through processes
- Affective organizational structures

Executive Leadership

- Adjusting the activities of numerous managers and employees to work towards common goals
- A motivating corporate culture
- Working to create a performance-oriented climate
- Values and norms

How to Bring About Change

- What you need to put your business on a new course
- Why a lot of things are stipulated, but too often too little happens

Main Topics of Part II

Financial Management

- How to conduct financial controlling. Financial objectives within the overall context of business operations
- How to achieve above-average results

Results Management

- Targeting results and annual financial statements
- Creative possibilities and their limits

Developing a Program for Increasing Profits

- Alternatives that will improve results
- Programs for increasing company success and profitability
- Optimization that lasts long-term

Company Value

- The drivers behind the value of a company
- How company value is measured
- Developing a program to increase the value of a company
- Options – and limits – on influencing company value

Mergers & Acquisitions

- Procedures to follow when buying or selling
- Conducting a management buyout
- Mergers and acquisitions as an instrument of growth management

Management Information Systems

- Financial information and ratios for executives
- The Fact Book as a management instrument
- Controlling options for strategic and operative financial management

Capital Expenditures

- Capital requirements and financing them
- Managing the costs of capital
- Optimizing capital expenditures
- Capital expenditures and return on equity

Controlling

- How executives manage the achievement of financial objectives
- Managing using key-performance indicators (KPIs)
- Immediate measures for actively confronting objective deviation
- Personal controlling instruments
- How to work well with controllers

Executive General Management Program

Strategic strengths, operational excellence and leadership

Seminar Dates

2023

No. E14123 1st Session 2023

- part 1 March 20 – 23, 2023, Berlin, D
- part 2 April 17 – 20, 2023, Brunnen, near Lucerne, CH

No. E14223 2nd Session 2023

- part 1 Sept 11 – 14, 2023, Davos, CH
- part 2 Oct 16 – 19, 2023, Lucerne, CH

Duration: 4 + 4 days

Course Fee*: CHF 10 900.–

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

Registration: www.sgbs.ch/e14

Participants

The program is meant for upper-management level executives, members of C-Level, heads of functions, divisions, business units and those responsible for heading an important, independently-run organizational entity. What you all have in common: You cannot manage your area of responsibility sufficiently using motivational management alone. More skills are needed than this. You need to be able to show your staff the way forward, and get them excited about your shared future. But you also need set the right objectives, shaping corporate culture, encouraging management quality, effect change by pushing decisions through several levels of company hierarchy – while exemplifying corporate values in everything you do.

Concept

As you know, leadership is managing employees. But it's not only that. Those people who are responsible for a company, a division, an area of the business or a major business unit know that simply using accepted methods of employee management is not enough to lead an organization. You need more than this. You need corporate leadership. If you are already or looking to be that executive in your company, then this program will give you the necessary knowledge and instruments you need for this highest form of management.

Executives with a wide range of responsibility are driven by something very special – the will to be successful and to lead a company or parts of it according to recognized best practices. But how can they measure their success? On financial key-performance indicators? Growth? Strength of innovation? On corporate culture and company morale? On the number of new jobs they create? Concepts and measures differ from company to company. However, if you truly want to achieve a strong strategy and operational excellence, to practice truly good management, you'll need clear principles and insights into these skills. Executives should always take the time to compare their current level of knowledge and practical experience to the latest management insights about:

- How integrated management leads to better results long-term
- Why only the best-possible strategy will lead a company into the right future
- How new business ventures are created
- How a competitive advantage can be developed through strategy
- How structures and processes can support strategy implementation

Overview of Topics

- The factors that determine successful result-oriented overall management
- Corporate management focused on the long-term
- Finding the right management approach for your own company
- Testing management theories
- New management insights into strategic management
- Targeting strategic dominance – local or global?
- Developing and implementing the best strategy
- Becoming more profitable through branding and brand strategies
- Managing and maintaining company reputation

Topics

- Leadership in your company
- Leadership: models, best practices and the principles behind leading effectively
- What leadership principles and behavioral patterns characterize an authentic leader
- Why developing systems is also a form of leadership
- How can you achieve high motivation and top performance at the same time?
- What incentives and reward mechanisms should be used?
- How does change management function in practice?
- Developing digital business agility
- Understand how digitalization impacts leadership, strategy and business models

Part 1: Corporate policy and strategy

The St. Gallen Management Philosophy

- Guiding your company in the desired direction
- The St. Gallen Corporate Management Model

The Predefined Mission

- What the decision-makers want
- What the company's mission should be

Vision, Values, Conduct

- The roll of the company in the future
- Values that must be maintained
- Expected conduct

Main Objectives, Guidelines

- Managing through objective-setting
- Steering the company using guidelines

Strategic analysis

- Identifying where Action is needed
- Disruptive developments and digital change
- Trends and changing business conditions
- New competitors from other sectors

Success with the Core Business

- The best possible strategy for a successful future
- Defend, expand, better leverage profitable businesses
- Concentration on profitable businesses, reduction of permanently unprofitable businesses

Growth: Initiatives for Business Development

- Growth through creating new markets
- Developing new business models
- Using digitalization for new business models
- Building a new Business

Strategy and Resource Management

- Scenarios, trends, technology
- Company identity today and tomorrow
- Expanding both core business and new business

Part 2: Leadership and Change

Strategic Leadership

- St. Gallen Executive Leadership Model
- Consistently meeting management decisions

Forming a Management Team

- The role the company will play in the distant future
- Company values that must be maintained
- Expected conduct

How to be Effective as Management Team

- Forming a management team
- Guiding the company through set objectives
- Steering by using guidelines

Motivation and Performance

- Motivating to perform better
- Creating incentives
- Rewarding good performance

Changing Resistance to Commitment

- What changes cause high levels of resistance?
- Instruments of change management
- The executive as change manager

International Senior Management Program

Seminar Dates

2023

No. E10123	1st Session 2023
part 1	March 20 – 23, 2023, Berlin, D
part 2	April 17 – 20, 2023, Brunnen, near Lucerne, CH
part 3	June 19 – 22, 2023, Brunnen, near Lucerne, CH
No. E10223	2nd Session 2023
part 1	April 17 – 20, 2023, Brunnen, near Lucerne, CH
part 2	June 19 – 22, 2023, Brunnen, near Lucerne, CH
part 3	Oct 17 – 20, 2023, Boston, USA
No. E10323	3rd Session 2023
part 1	Sept 19 – 22, 2023, Boston, USA
part 2	Nov 20 – 23, 2023, Davos, CH
part 3	March, 2024, Germany

Duration: 4 + 4 + 4 days

Course Fee*: CHF 14 900.–

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

Registration: www.sgbs.ch/e10

Participants

1. Experienced managers who acquire a higher general management position in international fields
2. Management committee and board members
3. Managing directors, division or profit center managers
4. Managers with high decision-making responsibility
5. Managers responsible for strategic projects and major planning

Course Modules

Strategy: 4-day session,
Topics: Strategy and Strategic Marketing

Finance: 4-day session,
Topics: Financial Management

Leadership: 4-day session,
Topics: Leadership

Concept

Today's managers have to be effective and motivating leaders who accomplish excellent results in their particular fields of responsibility and guide the company to success. This process requires an integrated management approach which takes international and global issues into consideration.

Numerous factors and their relations need special awareness: global strategies, local marketing concepts, core competence processes, culturally diverse management and many more.

The "International Senior Management Program" addresses all these subjects in several sessions during a total of 12 days. This course is especially designed for experienced managers who already hold a general management position with an international focus.

Sessions in Boston:



Overview of Topics

- Principles of General Management Success
- Strategic Management
- Change: The First Time Right
- Financial Management
- Cost Management
- Controlling – Value Creation
- Mergers and Acquisitions
- Leadership
- Implementation for Leaders

Interactive Concept

Skilled lecturers provide different approaches; professional business knowledge, actual business situations and case studies. Theoretical concepts are complemented with practical examples and thus guarantee a diverse, integrated approach. A mixture of interactive learning with small study groups challenges both, your leadership skills and your managerial communication skills.

Topics

Principles of General Management Success

- Corporate management in Hyper-Volatile Times
- Reliable management principles
- New global conditions: Megatrends

Strategic Management

- Alert managers recognize the right moment for a strategic turnaround: how to identify and harvest high potential markets
- Keys to competitive advantage: New global strategies
- Exploring the central strategic "plus" – Strategic segmentation
- Business units versus corporate strategy – ways of handling the dilemma

Change: The First Time Right

- How to unleash a go-to-market process
- Organizational alignment and functional concepts
- Strategy implementation

New Business Development

- Future opportunities for businesses, products and markets: New models
- Product life cycle management: development of an integrated product life cycle concept
- Product ideas and their incorporation into international product strategies
- Market management: Identification of growth and penetration potentials, digital markets: Think global, act local
- Mass customization, Ingredient branding, digital market challenge, Industry 4.0

Financial Management

- An executive manager's financial responsibilities
- Evaluating financial statements: Gain insight into the structure of balance sheet, income statement and cash flow
- Run for profit or cash flow?
- Setting individual targets, differentiated by business models: think big, start small and grow fast

Cost Management – Controlling

- Importance of ongoing cost management
- From process cost statement to cost management: Designing a profitability concept
- Interpretation and analysis of controlling reports: actual cases
- Business plans, investment and profitability calculations

Value Creation

- Focusing the organization on value creation: Tactics to gain competitive advantage and increase corporate value – the value potential of a business
- How monetary values are generated
- Financing: options and costs
- Go after growth and invest cash or return it to shareholders?

Mergers and Acquisitions

- Merge, spin-off or sell?
- Planning a start-up: which business plans are worth the pain? What means «fail fast, but smart in figures»?

Leadership

- Transformational leadership – Vision, change and agility
- Managing people: The art of leading, coaching, encouraging and challenging
- Communication and negotiation skills, difficult conversations, conflicts, goal definition, handling criticism
- Teams in Action: a leadership challenge for each participant
- Resiliency – energy and resource management
- Job satisfaction and motivation: Management in uncertainty
- Leadership is a choice... not a formal title

Implementation for Leaders

- Early identification of obstacles and barriers
- Driving implementation; the most common barriers of implementation; roles of visionaries, strategists, executors, or coaches

Young Leader Program

Seminar Dates

2023

No. E57123 1st Session 2023

- part 1 February 13 – 16, 2023, Cologne, D
- part 2 March 27 – 30, 2023, Zurich, CH
- part 3 June 26 – 29, 2023, Davos, CH

No. E57223 2nd Session 2023

- part 1 August 21 – 24, 2023, Davos, CH
- part 2 Sept 23 – 26, 2023, Davos, CH
- part 3 Nov 13 – 16, 2023, Cologne, D

Duration: 4 + 4 + 4 days

Course Fee*: CHF 10900.–

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

Registration: www.sgbs.ch/e57

Participants

1. High Potentials and young managers working for major companies
2. Heads of profit centers or small business units
3. Specialists
4. Key players in projects, staff, service centers, in cross-divisional and support functions

Who benefits from this Program

In this program you will learn the principles of successful management. It offers the latest insights into management as a central topic for effective business management. We place particular emphasis on practical relevance and learning transfer. In addition to professional skills and the correct application of management methods, good managers are characterized by high social competence. Participants in our program learn about their strengths as a management personality. They learn how to use these strengths correctly.

Concept

Structure of the Program

This is a 3-part management program for young managers, future leaders and junior staff. This includes key personnel within departments, teams, projects or service centers. This program deals with the basics of result-oriented management. It focuses on those management achievements by younger managers that make a major contribution to the overall success of a company.

Companies and institutions are divided into organizational units, divisions, departments and profit centers or processes. The men and women who lead these – usually second or third level from the top in a company's hierarchy – are the driving force behind success. They are supported by junior staff, which they are expected to develop and encourage. The decisions they make are an integral part of the direction the company is on, its guidelines, requirements and corporate objectives. What remains, however, is plenty of room to maneuver that can be used to achieve excellent results. For this you have to effectively manage your area of responsibility, but also practice a holistic, results-oriented collaboration with other areas and departments. This latter factor especially is an asset that needs to be developed. Those men and women, therefore, who lead a company division or a large department, require

comprehensive knowledge and skills like

- knowledge of corporate management, strategy, marketing, finance and leadership
- managing employers and teams

Topics

Part 1: General Management

The Management Approach

- The Management Approach – from model to practical application
- Holistic thinking as a source of sustainable company success

Management of Business Divisions

- Leading a division, but with an eye on the whole
- Meeting short-term objectives and investing in the future at the same time

New Strategic Management

- Strategic thinking in a turbulent business environment
- Structure and content of a divisional and profitcenter strategy
- Doing a strategic analysis for your area of responsibility
- Using strategic latitude

Topics

New Marketing

- Anything that communicates, can be sold
- Anyone who communicates externally is relevant to marketing
- How do you organize this new marketing?

Part 2:

Leadership and Managing Employees

- Which management style, under which conditions, brings the best results?
- How can optimal employee performance with high levels of employee satisfaction be achieved?

Behavioral Patterns in the Management Process

Every executive conducts him or herself according to an individual behavioral pattern. This is recognized by employees and is used as a guideline when dealing with their boss on a daily basis. Our lecturers demonstrate the typical behavioral patterns in the management process.

Strengths in Management Conduct

Building on this, most people are able to recognize their own personal strengths in management conduct. Also

their own weaknesses. In the program, we concentrate on your strengths. This is because changing the way you conduct yourself is a very long process, and it's more worthwhile to start by building on your strengths and enhancing them.

Applying your Strengths

Once you've identified your own strengths, you have to ask whether you can consciously apply them at work. We will train you using typical situations from the business world and show you how to consciously apply your personal strengths.

Personal Social Competence

Personal social competence should continue to grow as you become more experienced and take on more responsibility. We will show you the different forms social competence takes and how to optimize potential here.

Part 3:

Financial Management

- Financial success can be controlled within just a few parameters
- Where is room for maneuvering, if I want to contribute to my company's financial success?

- Planning, budgeting and controlling of profit-center results
- Measures that will improve results

Planning and Budgeting

- Ambitious planning and budgeting
- How to deal with instability and uncertainty
- Adapting to factors causing fluctuations in the business environment
- Constants in planning in an «unplannable» world

Investment Calculation

- Is realizing this investment worth it?
- Are investments in innovation profitable?
- Make or buy – what should my company make itself, what should others make?
- Outsourcing or insourcing

Financing

- Calculating the financial requirements of new strategies and concepts
- Cash-flow calculations, capital requirements and sources of funding
- The best forms of financing
- Minimizing capital costs

Liquidity Management

- Calculating liquidity
- Constantly ensuring liquidity
- How to bridge liquidity shortages

Achieving Objectives for Profit and Return on Investment

- Setting ambitious profit and return on investment objectives
- Measures and effective mechanisms of profit management
- Achieving objectives for profit, cash-flow, return on investment and profit margin

Are Costs under Control?

- The desired cost position
- Planning and controlling costs
- Managing the break-even point
- Consciously shaping fixed costs
- Making costs variable and flexible

St. Gallen Junior Business School

Seminar Dates

2023

No. E51123	1st Session 2023
part 1	February 13 – 16, 2023, Cologne, D
part 2	March 6 – 9, 2023, Frankfurt, D
part 3	April 24 – 27, 2023, Frankfurt, D
No. E51223	2nd Session 2023
part 1	June 26 – 29, 2023, Davos, CH
part 2	August 21 – 24, 2023, Davos, CH
part 3	Sept 25 – 28, 2023, Lucerne, CH
No. E51323	3rd Session 2023
part 1	August 21 – 24, 2023, Davos, CH
part 2	Sept 25 – 28, 2023, Lucerne, CH
part 3	October 23 – 26, 2023, Davos, CH

Duration: 4 + 4 + 4 days

The seminar parts can be taken in any order.

Course Fee*: CHF 10900.–

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

Registration: www.sgbs.ch/e51

Participants

The «International Junior Management Program» is designed for younger managerial staff at middle levels wishing to prepare themselves for a more challenging management role. They have already proven their result oriented and successful way in solving problems and as leaders, but have so far acquired little or no international management experience.



Concept

Younger managerial staff are nowadays in particular demand. One of their most important tasks lies in their function as a link between what Top Management wishes and prescribes, and which aspects of this are pertinent to and implemented at the operational levels.

Their role is thus that of a «transmission belt», which should generate results from strategies and projects. The greater the shift, the speedier strategic changes become necessary, and, consequently, the more important this role becomes.

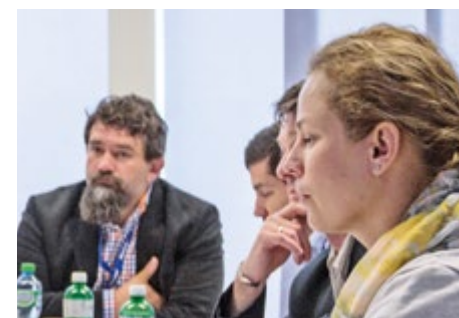
The people «at the bottom» have to understand what those «at the top» have thought out and decided on. Staff satisfaction, confidence and the working towards common goals depend essentially on how well young managers succeed in carrying out this role.

The learning in this international intensive program is based on the subject-related input of outstanding lecturers as well as personal participation and the working through of real-life cases.

Overview of Topics

The program consists of 3 parts each.

- **Part Strategy:**
Strategy, Digital Business, Marketing
- **Part Leadership:**
Leadership, Personal Effectiveness
- **Part Finance:**
Controlling, Financial Management



Topics

The role of a manager

- Embedding into the organisation
- potential for influence and shaping
- leadership which is result-orientated despite material constraints
 - What does this mean?
- Acting as a link between top management and the operational level

Developing strategic concepts

- Corporate strategy, visions, guidelines, our global standing: internationalisation, growth and profitability strategies
- developing new business strategies
- Strategic principles for competing in the digital age
- capability-driven strategies, human potential orientated strategies

From strategy to corporate results

- The influence of financial considerations on targets and anticipated results
- using available freedom of movement in the optimisation of corporate results
- taking different cultures into consideration
- increasing profit: How to proceed?

The path to marketing success thanks to Marketing

- Customer Relationship Management
- Rules and Principles of modern Marketing
- Practical examples of and for good Marketing
- Actively steering marketing success.

Customer satisfaction, customer Care, distribution

- Only those who recognise the value of customer relationships make the effort not to lose them or rather to preserve them
- Only those who know what effects customer satisfaction has actively steer this
- Those who realise that it is generally more profitable to generate more business with existing customers rather than – at great cost – to win over new customers really involve themselves in customer bonding

Raising efficiency thanks to leadership

- Badly led teams and staff work inefficiently – though they could – and would generally wish to perform better. Working efficiently one

learns best "on the job" through the role model behaviour of the boss.

- Managers must recognise this role model function: Self-management, Efficient working techniques, Chairing meetings, steering projects, Recognising personal strengths

Leading staff: Motivation as the task of the manager

- It is easy to create frustration amongst staff, motivating them is more difficult; making use of the available self-motivation the right way. What is it that great "motivators" do in order to create a climate of enthusiasm and joy in the collective achievement of targets?
- Recognising one's own management style
- Rules for a motivating style of behaviour towards others – virtual teams
- Ways towards social competence

Skilful communication

- Those who know the rules of communication have an easier job to influence others and change their behaviour
- Dispel conflict situations or face up to rather than shy away from un-

pleasant issues.

Rules within profit management

- Interrelationships between turnover, cost contributions (DB), costs, profit, cash flow and return
- Increasing profits: the levers for this

Finance and Accountancy

- Planning, budgeting, calculation, and market price
- Calculation of costs and performance
- Liquidity, profitability

Controlling – Implementation

- What information is necessary in order to be able to steer one's own sphere of responsibility?
- How should one read management and controlling reports?
- How can one make use of management instruments such as Balanced Scorecard or Navigator?

General Management for Young Professionals

The fundamentals of general management, marketing and the skills needed as early career manager and future leader.

Seminar Dates

2023

No. E55123 1st Session 2023

- part 1 February 13 – 16, 2023, Cologne, D
- part 2 March 27 – 30, 2023, Zurich, CH

No. E55223 2nd Session 2023

- part 1 August 21 – 24, 2023, Davos, CH
- part 2 Nov 13 – 16, 2023, Cologne, D

Duration: 4 + 4 days

Course Fee*: CHF 7900.–

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

Registration: www.sgbs.ch/e55

Concept

This program introduces promising early career employees to the tools of effective general management and marketing. Participants will get an overall view of their tasks in the company. They learn how to analyze business tasks. They learn how to develop business ideas and turn them into strong business plans. They learn, how to turn good ideas into sustainable business activities, by doing integrative exercises and real life cases.

But this program also helps establish mutual respect between executives and their potential future managers:

- It shows junior talent how overall management of a company functions and what it means to bear responsibility for result-achievement
- It reveals their entrepreneurial talent and shows if they have business in their blood
- It helps identifying preferences in the career planning for future managers, and what business activities they are enthused about

Topics

The persuasive Marketing Concept

- How to develop a marketing concept
- What you need to watch out for in particular

Understanding the Company

- The parts and how they interact
- The existing business model
- Principles behind result-achievement and success
- Holistic corporate management

The Business Environment and its Dynamics

- Market and rules governing the marketplace
- Customers, demand, industries and the business framework
- Competition and competitor behavior
- Stakeholder groups
- External changes and the art of permanent development and adaptation

Customer Benefits

- Always try to increase the benefits you offer the customer
- How to create new markets with new business ideas
- Success with your core business
- How to develop business with a promising future using customer demands and new technologies

Strategic Management

- The importance of strategic management
- Principles and methods
- Implementing in your own area

Financial Management

- Planning and budgeting
- Key-performance indicators and targets
- The effect your actions have on financial results

Marketing

- Understanding marketing as a concept
- Marketing tools
- The building blocks of effective marketing
- Classic and digital marketing concepts
- Planning and achieving success in the marketplace

Sales and Distribution

- Customer management
- Developing and optimizing the sales process
- Optimizing and expanding existing distribution channels
- Internet, online shop, marketplace – having success with digital sales

Strategy, Marketing & Execution

Seminar Dates

2023

No. E54123 **1st Session 2023**
February 13 – 16, 2023
Cologne, D

No. E54223 **2nd Session 2023**
August 21 – 24, 2023
Davos, CH

Duration: 4 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e54

Participants

1. Junior staff and younger executives who want to add well-structured, in-depth and usable knowledge about strategic management to their skill-set
2. Division and department heads who conduct strategic analysis and are expected to come up with strategic proposal
3. Line managers, specialists and heads of personnel and service departments, who provide important advance work for strategic projects and require in-depth knowledge of strategic management

Concept

As an ambitious young manager and junior staff, you'll be confronted by strategic questions sooner or later. To answer these, you will need comprehensive knowledge of the instruments and fundamentals of strategy theory.

This seminar teaches you modern methods of strategy analysis in ways that you can use every day. Our lecturers show you how to do strategic analysis, how to develop a strategy from this and

bring it to decision-phase. Insight into marketing strategy (implementation of a strategy in the marketplace) and finance strategy (using strategic positioning to achieve above-average profitability) are then added to your skill set.

Topics

Rules governing Strategic Management

- Everything having to do with strategic management systems
- Strategic analyses, where a strategy needs improvement
- Correctly interpreting strategic changes
- The art of coming up with the best strategies

Levels of Effectiveness and Strategic Navigation

- Corporate policy, guidelines, business mission
- The strategic navigation system
- Instruments and methods used in strategy analysis, for developing strategic options, for formulating a strategy and implementing a strategy

Structure and Content of good Strategies

- Coming up with specific strategies for business units and Profit Centers
- Assessing strategy concepts using modern strategy theory
- Formulating strategies so they can be communicated and understood

Marketing and Business Development

- Make up, structure and content of a marketing concept
- Market analysis, customer analysis, and competitor analysis
- Customer segmentation and positioning models

Market Success and Sales Processes

- Strategically positioning for your company in its competitive environment
- Programs for optimizing market success
- Implementation at point-of-sale
- Effective Controlling

Strategy and Profitability

- Recognizing earning potential
- Controlling drivers for financial success

Corporate Management for High Potentials

The preparation for a higher task in the company. For the leaders of the future.

Seminar Dates

2023

No. E56123	1st Session 2023
part 1	Feb 13 – 16, 2023, Cologne, D
part 2	March 6 – 9, 2023, Frankfurt, D
part 3	March 27 – 30, 2023, Zurich, CH
part 4	April 24 – 27, 2023, Frankfurt, D

No. E56223	2nd Session 2023
part 1	June 26 – 29, 2023, Davos, CH
part 2	August 21 – 24, 2023, Davos, CH
part 3	Sept 25 – 28, 2023, Lucerne, CH
part 4	Nov 13 – 16, 2023, Cologne, D

Duration: 4 + 4 + 4 + 4 days

Course Fee*: CHF 13 900.–

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

Registration: www.sgbs.ch/e56

Participants

The program for when you are soon promoted to a management position with responsibility for results. For the leaders of the future.

Concept

Whoever wants to contribute to the whole must know the overall contexts of successful corporate management. Those who want to think and act in a process-oriented way need a holistic understanding of the instruments and methods of management and their effects.

Those who do not want to think in terms of divisions and "silos", but rather in terms of customers and customer benefits, need cross-departmental knowledge: General Management. Marketing. Leadership Skills. Financial Competence.

In order to move from knowledge to skills and to the desired result, the second step is to recognize one's own competencies and skills: What skill portfolio do managers need to think outside the box, networked and interdisciplinary?

Learn what usually works and what doesn't. Seek out conversation with our instructors, who are among the best in their field. And come back full of ideas

and impetus, equipped with tools that enable you to implement them together with your employees, colleagues from other areas.

Topics

Part 1: Business Administration and General Management

Understanding the whole. How a company functions. What must work together.

What Companies should do

- The owners and the real decision-making center of a company
- Create a vision, business mission, corporate identity
- Have company values and an ethical-moral commitment
- Expected behavior and management directives
- Clarify primary goals and guidelines

What Makes a Company Successful

- Having a strong core business in attractive markets
- Creating new ideas, innovation and growth
- Having good profit margins, being competitive and profitable
- Working on business development

What Corporate Management Entails

- Strategic management
- Managing a corporate culture
- Structure and process management
- HR management
- Robust implementation

How to Achieve a Strong Market Position

- Be a leader in quality and performance
- Be a leader for service and solutions
- Dominate your niche
- Lead your market through outstanding brand appeal or reputation
- Possess unique capital strength and robust financing
- Be a leader for costs
- Possess other, industry-specific core expertise

Strategy Implementation

- What an employee at the operative level can do to contribute to implementing strategy

Corporate Management and Financial Success

- The most important key-performance indicators
- Calculating investments

Topics

Part 2: Finance

Finance and Accounting

- Costs and performance calculations
- Types of costs, cost centers
- Calculation and pricing

Capital, Investments, Financing, Liquidity

- Capital, investment
- Capital intensity, investments
- Types of financing and the cost of capital
- Managing liquidity

Profitability, Rate of Return, Corporate Value

- Cash flow, EBIT, profit margins and other key-performance indicators
- Return on equity
- Drivers of corporate value

Opportunities for you to influence things

- What opportunities does an individual employee have to make a contribution to achieving financial targets?
- What you can do personally to result-improvement

Part 3: Leadership and Leadership Behavior

Interpersonal Relationships

- Dealing with people in an open and respectful way
- Finding common ground, fostering contacts
- Support, learning from others
- Building trust, creating your first networks
- Finding joy in your work and result-achievement

Group Dynamics and Emotional Competency

- The principles of human interaction
- Possible roles to play in a group
- Analyzing your own role
- Enhancing your emotional competency

Motivation, Proficiency and Performance

- Motivating yourself and others
- Learning fast – using the experiences of others
- What the boss expects of your performance
- Being willing to work, committing yourself to performing well

Leadership and Communication

- The rules behind good conversational skills
- Communication in everyday business
- Admitting mistakes
- Do not be afraid to ask questions
- How to deal with conflict in the right way

Leading and Leadership Skills

- Experiencing your own talent for leadership
- Seeing yourself as a leader
- First leadership position – initial steps to developing your own style of leadership

Part 4: Marketing Management

The Factors determining Success in Modern Marketing

- Marketing creates markets
- Marketing offers unique customer benefits
- Marketing creates communities and bonds with people
- Marketing creates preference

Knowing your Markets, Understanding Customers

- Professional analyses of markets
- Understanding the customer's system
- What customers want

Strategic Marketing

- Defending your position, gaining market share
- Growth in attractive markets
- Strengthening your relative competitive position
- Having a clear market strategy, brand leadership
- New distribution channels, online business
- Innovation and Designing your Portfolio
- Price and Conditions Strategy
- Sales and Distribution Concept
- Communication



Strategic Management & Change

Seminar Dates

2023

No. E17123 1st Session 2023

- part 1 March 20–23, 2023, Berlin, D
- part 2 June 19–21, 2023, Zurich, CH

No. E17223 2nd Session 2023

- part 1 Sept 11–14, 2023, Davos, CH
- part 2 Dec 4–6, 2023, Lucerne, CH

No. E17323 3rd Session 2023

- part 1 Oct 17–20, 2023, Boston, USA
- part 2 Dec 4–6, 2023, Lucerne, CH

Duration: 4 + 3 days

Course Fee*: CHF 9900.–

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

Registration: www.sgbs.ch/e17

Participants

1. Executives and upper management
2. CEOs, executive directors
3. Members of the executive board, directors, board members
4. Members of supervisory boards, company owners/partners
5. Heads of major divisions, business units and departments
6. Specialists from consulting and corporate development

Who benefits from this Program

- Best suited to executives who have to create and submit strategy for their company, a single business unit/division and departments, and wish to do this using the latest strategic management concepts.
- Best suited as well to executives and upper management who are presented with strategy proposals from employees or consultants and must decide and approve all of parts of them.
- Specialists working in internal company consultancy, strategic planning, company development or consulting.

Concept

Strategic Management secures today's success while looking ahead to initiate appropriate measures to ensure the success of tomorrow. Every manager with executive responsibility makes strategic decisions and must have strategic management as part of his or her skill set.

This seminar's goal is to update you with the latest and the best knowledge about the most effective approaches to strategic management. You will learn what developments are important to analyze in a global business environment, and which course of action to take in order to protect your competitive position. You will learn what business models can help you create additional business and add corporate value. And you will learn the step-by-step processes that go into strategic management.

Topics

The Tasks involved in Strategic Management

- Protecting existing business and expanding it
- Determining your company's core business
- Defining and establishing future business
- Positioning your company in a competitive environment
- Using new technology for your business

- Ensuring your company's survival long-term

Insights from Strategic Research from around the World

- What differentiates good from bad strategies?
- How to avoid strategies that endanger the survival of your company
- What do you require for a successful future-oriented strategy?

Developing a Strategic System

- What strategies does a company need?
- Who should develop them?
- How to plan a project for determining company strategy
- How to get numerous experts involved, and how to develop strategy proposals that will win wide support

Strategic Topics at a Glance

- Strategic analysis – recognizing opportunities, identifying where action is needed
- Strategic status quo – determining your company's position in the marketplace
- Strategic options – possible ways to a successful future
- Strategic design – the art of precise strategy formulation

Topics

- Strategy alignment – integrating strategy, corporate culture, processes, talent and resources
- Implementation – from concept to fact

Corporate policy guidelines

- Vision, mission and values as guidelines for doing business
- Principles, management directives and guidelines
- Highest priorities for management

Corporate Strategy

- The strategy of a company in its competitive environment
- Recommendations from 'strategy scholars'
- Real-world application of best practices

Today's Business Model

- Business models also have a life-cycle
- What success-drivers lose their effect and are replaced?
- What factors will drive success in the future?

Today's Core Business

- Promoting your core business
- What belongs to your core business?
- Strategic resource management

Your Business Portfolio

- How do we divide up a company into individual business activities?
- The business portfolio as a core element to corporate strategy

Evolution and Change

- The central analyses for each field of your business
- Strategic of following set rules

Opportunity Management

- Creative searching for promising growth potential
- The concept of 'opportunity management'

Protecting your Company's Position(s)

- When competitors and imitators target profitable businesses
- The best strategies of defense to ensure your business stays profitable

Business Development and Transformation

- Why mature markets tend to develop market erosion, hyper-competition and extrusion
- Ensure profitability through business development
- New business models, innovation
- Developing new national markets

- Developing new sales channels
- Solutions instead of products

Core Competencies for Today and Tomorrow

- Why capability-driven strategies are successful most of the time
- What is behind the "core competencies" concept?
- Capabilities instead of buying other companies

Corporate Culture

- A good strategy does not thrive in every corporate culture
- The ideal corporate culture

The best Organizational Structure

- Make your organizational structure the secret driver of your business
- How structures create realities

Leadership and Management Philosophy

- From strategic management to strategic leadership
- Personal managerial cognition
- What requirements can we infer from a managing philosophy that affect management team and staff behavior?

Strategic Implementation

- Factors that help in the successful implementation of strategy
- The right incentive models
- Translating strategic objectives into an execution plan

Change and Communication

When you have to implement new strategies and concepts, you will usually have to change the attitudes, behavior and habits of employees and colleagues. We all know that this is a difficult task. Successful change management begins with the right management conduct and targeted communication. Using numerous examples, we will demonstrate what you need to do in these situations.

- How do you communicate strategies?
- Agility and digitalization at executive level
- Successful transformation – approaches and methods

Change Management

- Fit for change – how to prepare
- Turning those affected into participants
- How is the digital revolution changing the way we lead?
- What is required to drive change implementation?

Strategic Management for Executives

Seminar Dates

2023

No. E31123 1st Session 2023

March 20 – 23, 2023
Berlin, D

No. E31223 2nd Session 2023

September 11 – 14, 2023
Davos, CH

No. E31323 3rd Session 2023

October 17 – 20, 2023
Boston, USA

Duration: 4 days

Course Fee*: CHF 5900.–

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

Registration: www.sgbs.ch/e31

Participants

1. Executives seeking latest insights in strategic management
2. Entrepreneurs, directors, board members, with very limited time to update and foster their knowledge about corporate strategy
3. Executives with general management responsibilities and facing new or changed strategy challenges
4. Executives preparing for new functions with strategic and advanced operative responsibilities

Concept

This course introduces most recent knowledge and strategic concepts using examples of strategy implementation in leading global corporations.

Appropriate use of strategic management tools and their integration in strategic concepts will lead to the ultimate strategic goal: Outstanding, longlasting, profitable market position.

Topics

Corporate policy decisions

- Corporate policy as a management instrument
- How to develop corporate policy

General principles and business mission

- Creativity and vision – vital to successful business practices
- General principles as a guiding management instrument

The primary values

- Values should reflect generally-acknowledged ethical and moral principles
- How values influence the direction of company development

Strategic objectives

- Setting objectives to achieve company profitability
- Market positioning for today and tomorrow
- Positioning the company for success
- Defining core competencies
- Creating a corporate identity and mission statement

Corporate strategy

- How to determine the best strategy for my company?
- Looking for effective business models
- Innovation and lack of continuity as challenges

- How to master strategic changes

Strategies for conducting business

- Future-oriented business strategies
- Prioritizing and focusing on the core business
- How to deal with ever-increasing complexity

Managing the corporate identity and reputation

- What does the company stand for?
- What makes it valuable and unique in the eyes of the customer?
- Expanding the brand means growth and new business

Executive Leadership

- The executive's role in company leadership – alternatives and recommendations
- Motivation concepts
- The dynamics of entrepreneurship

Management Principles

- Management principles for leading from above
- The balance between centralized management and decentralized self-management
- The right mixture of trust and control
- To understand yourself as being a leader

Management of a Family-Owned Business

Seminar Dates

2023

No. E19123 1st Session 2023

- part 1 March 20 – 23, 2023, Berlin, D
- part 2 Coaching: individually scheduled, St. Gallen, CH

No. E19223 2nd Session 2023

- part 1 Sept 11 – 14, 2023, Davos, CH
- part 2 Coaching: individually scheduled, St. Gallen, CH

No. E19323 3rd Session 2023

- part 1 Oct 17 – 20, 2023, Boston, USA
- part 2 Coaching: individually scheduled, St. Gallen, CH

Duration: 4 + 1 days

Course Fee*: CHF 8900.–

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

Registration: www.sgbs.ch/e19

Participants

1. Owners of small and mid-sized companies
2. CEOs and executive board members of large family-owned companies
3. Executives with wide-ranging company responsibility

Structure

Part 1: Strategic Management

Part 2: Managing family businesses with a focus on results

Concept

In this seminar, our professional lecturers show how a family-owned company can be managed in a holistic and sustainable way. As a participant you will get valuable tips and suggestions for optimizing your personal effectiveness and management performance. And you'll get valuable insights into the topics of general management, strategy, effectiveness and the latest requirements of family-owned companies.

Topics

General management – Good Corporate management

- How to assess a company's situation correctly
- Recognizing trends and developments and assessing their importance correctly
- Making necessary changes in course to defend and expand the core business

Strategy – Finding the right Futures

- The importance of a good strategy for the future of a company
- Rules of strategic management
- How to work out a strategy that promises success
- How to look for new business models, and to build new growth and new profit potential

Leadership and Effectiveness

- The significance of good leadership
- Leader qualities – which ones are needed?
- The effectiveness of management
- How to optimize the performance and motivation of staff through good leadership

Financial Management

- Financing the company
- How to secure liquidity at all times
- How to maintain and increase profit margins
- Increase the profitability of your company
- Steering profitability from the perspective of investors
- Optimizing capital commitment in the company
- Policies for reserves, risk and dividends

Using the strengths of a Family-owned Company

- What should characterize a family-owned company
- Where are the company's special strengths
- How a family-owned company should use its strengths in a targeted way
- What things should a family-owned company do that is different than other forms
- How can thinking long-term, instead of short-term profit maximization, can mean a competitive advantage over corporations and listed stock companies

The High-Performance Organization

Seminar Dates

2023

No. E36123 1st Session 2023

- part 1 March 20 – 23, 2023, Berlin, D
- part 2 Coaching: individually scheduled, St. Gallen, CH

No. E36223 2nd Session 2023

- part 1 Sept 11 – 14, 2023, Davos, CH
- part 2 Coaching: individually scheduled, St. Gallen, CH

No. E36323 3rd Session 2023

- part 1 Oct 17 – 20, 2023, Boston, USA
- part 2 Coaching: individually scheduled, St. Gallen, CH

Duration: 4 + 1 days

Course Fee*: CHF 8900.–

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

Registration: www.sgbs.ch/e36

Participants

This is a program for optimally structuring the organization of your company. It is meant for executives and decision-makers who are responsible for optimal organizational structures.

Seminar

This seminar teaches the latest knowledge about how strategies, structuring business areas and structures related to corporate culture and management all fit together. A strategy that promises success is the basis for a sensible organizational structure. First when it's clear where a company is going, can sensible structural variations be developed and assessed. The seminar helps you mentally simulate the best-possible structural form for your company or business division.

Focus

By structuring a company into business areas and business units, we shape the fundamental logic behind how the organization operates day-to-day. With an organizational structure, we define tasks and competency areas that belong together. But by building collaborative areas, divisions and departments, we are

also dividing – with logical consequences for the thinking and activities of our staff. This threatens to diminish a sense of unity within the company, customer orientation and result-orientation in favor of "departmental thinking." Many examples from the business world show that dividing up business fields and creating organizational structures influence the evolution of a company far more than strategy, for instance.

Benefits

By participating in this seminar, you will acquire insights into the areas of strategy, formation of fields of business and about high-performance organizations, which are the basis of effective organizational structuring. You will learn how to design a structure for a company or a business division, which supports and decisively influences pre-defined strategies.

Answers

As a participant in this program, you will get answers to the following questions:

- What are the pros and cons of the current business organization of my company and what developments have resulted from this?
- What effects does the organizational structure have on growth dynamics, customer satisfaction, cost

and profit position, corporate culture, flexibility and manageability?

- What opportunities would become available, if new forms of business organization were used?
- What alternative structural models could increase – through more self-organization, self-motivation, drive and the will to structure the business – my company's dynamic?
- What do these activities mean for my area of responsibility?
- What alternative forms of organization make sense for my company?
- What would their pros and cons be?
- Would a change to a new form mean less inefficiency?
- Which structural model is the right one for my company?

Part 2: Private Coaching

One day in a private, individual session at our Executive Center in Zurich. It lets you come up with ways to implement your new ideas in company-specific measures. Can be taken alone or with a max. of 2 other decision-makers from your company (included in fee). Date and time upon request.

Implementing Change

Seminar Dates

2023

No. E37123 **1st Session 2023**
June 19–21, 2023
Zurich, CH

No. E37223 **2nd Session 2023**
December 4–6, 2023
Lucerne, CH

Duration: 3 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e37

Participants

1. CEOs, members of management teams
2. Heads of business areas and important business units
3. Executives in charge of developing and/or implementing strategies
4. Executives holding company positions that are responsible for the quality of strategy development and implementation in their company

Concept

Good strategies deserve to be implemented. However, many of these never become a reality and peter out. How can you transform what is wanted at the top through all company levels using committed employees to achieve tangible results?

Topics

Decisions-Making & Implementation Model

Which building blocks do executives need to turn concepts and strategies into concrete results?

Change Management

- What triggers and drives transformation
- What externally-caused changes force a company to take action
- How home-made changes displace the tried-and-true

A Masterplan for Company Levels

Practice shows that top management is usually aware of what needs to be implemented and achieved, but not the employees who are responsible for implementation.

Managing the Implementation Process

Implementation is usually the job of operative departments. To manage the implementation process, therefore, an executive needs three important skills, the ability:

- to motivate numerous employees to contribute to achieving mutual objectives
- to create an organization that allows the delegation of responsibility to those on the front lines who handle

this responsibility in a way that conforms to company guidelines

- to intervene immediately to support and to correct

Corporate Culture

Delegation of responsibility is only possible in a corporate culture based on trust and performance. Successful strategy implementation always includes hard work on a company's corporate culture.

Core Expertise: People Skills

New strategies require new skills. Major corrections in strategy mean new challenges to an executive's people skills.

Implementing Changes

- Change implementation as a management task
- The difficulty in changing fond habits
- Developing and implementing a change management program

Implementation Controlling

If you don't measure how successful your efforts at implementation are, you will not know if things are moving in the right direction or not. Translating your desired strategic positioning into clearly measurable values and managing these is the job of implementation controlling.

Effective Marketing

Seminar Dates

2023

No. E39123 **1st Session 2023**
March 27 – 30, 2023
Zurich, CH

No. E39223 **2nd Session 2023**
November 13 – 16, 2023
Cologne, D

Duration: 4 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e39

Participants

1. Executives looking for a comprehensive up-date of modern marketing techniques
2. Managers in the areas of market analysis, market research, marketing, sales and distribution
3. Those responsible for customers, customer segments and products or product lines, brands, sales channels, profit centers
4. Executives from outside marketing who want to improve their knowledge of marketing

Concept

Marketing is the intensive preoccupation with the customer, his needs and wishes, his unsolved problems and his willingness – through the launch of new technologies and services – to participate in new markets. Marketing aligns all company processes, the thinking and actions of an organization, to customers and customer benefits. For this, it needs concepts, instruments and systems. It needs a customer-oriented corporate culture. And it requires a lot of instruments to actually implement marketing measures successfully.

This seminar takes you on a systematic journey through the world of marketing. It offers you a comprehensive look at marketing with a special focus on what has become more important during the last few years – direct marketing, online marketing, digital marketing, search engines and social media.

Topics

Modern Marketing

- The overall system of marketing
- Classic and Digital marketing

Always start with Customer Needs

- Understanding the market
- Digital market analyses
- Market and competitor analyses
- Inventing new customer benefits

Success in the Marketplace

- Creating new demand through innovation
- Actively selling – sales management
- Customer satisfaction, customer retention, customer loyalty

Strategic Marketing Concepts

- Target marketing
- Positioning, differentiating
- Brand strategy, brand management
- Product, service and solution strategies
- Sales and distribution strategies
- Pricing and conditions policy
- Communication strategy

Sales Management

- Developing your own sales model
- Establishing a superior sales process

Direct Marketing, Online Marketing

- Building up and optimizing direct marketing activities

- How to be found by search engines
- Referral marketing thanks to social media

Branding, Brands

- The importance of a brand to the business of your company
- Market strategy and market launch

Marketing strategies and sales management

- How Marketing strategies are developed
- What do marketing strategies mean to sales management?

How to create a sales and distribution strategy

- Content of a sales & distribution strategy
- Developing a sales or distribution strategy
- Digital sales channels

Sales management concepts

- How to optimize value to the customer
- Utilizing customer potential even better
- How can you manage customer relations?
- How can you win back lost customers?

Strategic Marketing Management

Seminar Dates

2023

No. E34123	1st Session 2023
part 1	March 20–23, 2023, Berlin, D
part 2	March 27–30, 2023, Zurich, CH
No. E34223	2nd Session 2023
part 1	Sept 11–14, 2023, Davos, CH
part 2	Nov 13–16, 2023, Cologne, D
No. E34323	3rd Session 2023
part 1	Oct 17–20, 2023, Boston, USA
part 2	Nov 13–16, 2023, Cologne, D

Duration: 4 + 4 days

Course Fee*: CHF 9900.–

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

Registration: www.sgbs.ch/e34

Participants

Digitization is challenging, undermining and disrupting how businesses operate. That is why the ability to develop operational business and marketing strategies – and then take those business strategies from plan to action – is highly prized in corporate leaders. This 4-day seminar «Strategic Marketing Management» is designed for professionals, managers and middle management members wishing to get exactly these skills.

Part 1: Marketing

Part 2: Strategy

The professional, practice-oriented lecturers of St. Gallen Business School not only share their strategy and marketing know how but also a lot of examples and practice cases to outline lessons learned and analogies to learn from other branches. The entire strategic process is covered in detail from the basics of strategy formulation to the implementation of marketing strategies.

Concept

In times of digitized and saturated markets an increasing need for new ways of thinking in strategic and marketing management has raised. The holistic St. Gallen approach leads the participants into new perspectives of analysing their own role, concepts and implementation skills and gives an integrated navigation tool for future tasks.

This intensive seminar allows the participants to develop new methods for their own business based upon proven contemporary strategy and marketing tools in a holistic, integrated context. Within the seminar a mix of lectures, group work and discussion offers the opportunity for all participants to use the techniques, to discuss and questions the tools and – after all – to check what kind of views, questions and instruments will help for own tasks.

Topics

Strategic Analyses

- Basic Analyses: What questions do we have to ask?
- The strategy funnel: How to avoid paralysis through analysis
- Today's market positions and their influence for own strategy
- Determine the adjusting levers for company success and sustainability

Developing Successful Strategies

- How strategies are developed
- Thinking in alternatives, Good and bad strategies: Learning from the best – wisdom from Leaders
- Structure follows strategy

Building an Effective Marketing Mix

- From initial idea to cash cow products: management strategies for product development
- Marketing to target groups: How to segment markets?
- Pricing and terms management

Customer Satisfaction as Main Goal

- Service management and customer satisfaction: How to use relationship marketing
- Building up unique selling proposition
- Digital Customer Care

Implementation

- Within the framework of an integrated case study, you will put what you have learned into practical use.
- Implementation hurdles
- Risks in an increasingly digital world

Executive Leadership Seminar

Seminar Dates

2023

No. E74123	1st Session 2023 April 17 – 20, 2023 Brunnen, near Lucerne, CH
No. E74223	2nd Session 2023 September 19 – 22, 2023 Boston, USA
No. E74323	3rd Session 2023 October 16 – 19, 2023 Lucerne, CH

Duration: 4 days

Course Fee*: CHF 5900.–

* excl. VAT

www.sgbs.ch/e74

Participants

Participants should be executives with responsibility from all areas of their company, who want to:

- assume more leadership responsibility in the future
- be able to vary their leadership style according to the situation
- optimize how they conduct themselves as a leader in very specific situations, like not letting pressure situations get them to forget what company philosophy and goals are, so they can analyze things clearly and make a decision that's right for the company.

Concept

If you're an experienced executive with proven success, you probably feel comfortable with the way you conduct yourself at work. But what if there are some things you could do better? If I improve my leadership skills even more, will it help my colleagues to better use their talents and take advantage of opportunities? Our *Leadership for Executives* seminar helps you answer these questions. You will assess how you

conduct yourself at work and your management style, and compare them to insights from the latest theories about successful leadership in business.

Topics

Executing or Leading?

What is easier for you, executing or leading? Doing things yourself or inspiring others to do these things just as well as you, or even better? No matter how much you work alone, even the best executives eventually reach their limits, since the day has only 24 hours. When this occurs, other ways have to be found to implement your ideas at the same level of quality. At this point at the latest, a doer will become a leader. In cases like, your leadership must multiply the effectiveness that you achieved on your own. By passing your knowledge on to an employee, that employee will be able to work effectively on drivers of success all by himself. This is the best way to achieve the desired results. Our *Leadership for Executives* seminar helps you be even more effective as a business leader.

What's the Right Leadership Style for Me?

When leading your employees to mutual success, you have several leadership styles available to you. At one end is the "Commanding people" style, at the other

end the "self-organizer" style who leads with the basic idea of providing guidelines, of delegating competencies at staff level, and managing and controlling company systems to achieve company objectives. Between these two leadership styles are numerous others. What are these? Which corresponds to your leadership style? Do you master several different leadership styles and are you able to apply the best-possible style depending on the situation? When do you come across authentic and when not? Our *Leadership for Executives* seminar gives you the chance to know your own leadership style, so you can then strengthen it even further and apply it even better.

Learning from Mistakes. Believing in Success.

Sometimes you need more than one attempt before your company can achieve real success. Mistakes are portals to opportunity, are personal experiences that should be capitalized on. The instrument you need to do this is ... resilience. We'll show you how to anchor this principle of success in yourself, in your management team and your company.

Advanced Leadership Program

Seminar Dates

2023

No. E64123 1st Session 2023

- part 1 April 17 – 20, 2023, Brunnen, near Lucerne, CH
- part 2 June 19 – 21, 2023, Zurich, CH

No. E64223 2nd Session 2023

- part 1 Sept 19 – 22, 2023, Boston, USA
- part 2 Dec 4 – 6, 2023, Lucerne, CH

No. E64323 3rd Session 2023

- part 1 Oct 16 – 19, 2023, Lucerne, CH
- part 2 Dec 4 – 6, 2023, Lucerne, CH

Duration: 4 + 3 days

Course Fee*: CHF 9900.–

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

Registration: www.sgbs.ch/e64

Participants

1. Executives with a wide range of responsibilities
2. Leaders, who want to motivate their team members and employees for digital and other changes
3. Managers, who are responsible for leadership and motivation

Structure

Part 1: Effective Leadership, 4 days

Part 2: Change Management, 3 days

Concept

The goal of effective leadership is to focus the power of an organization on common objectives. Resources and talent should be employed in such a way so that everyone involved is committed and motivated to achieve above-average results. A desire to perform well, to be productive and produce high quality – along with enjoyment in shared success – should be anchored throughout the entire company.

Topics

What good Leadership can Bring About

- Good leadership strengthens performance. Why and how good motivators can inspire their organization to be more effective
- Common leadership mistakes in real-world situations and how they can be avoided

Management Models

- How best to conduct yourself
- Leading teams, departments and large business units
- Management models as orientation
- Developing your own personal management model

Core Competencies and Leadership

- What makes an executive a successful leader?
- Modern leadership styles
- Knowledge and instruments
- Skillfully controlling the situation
- The art of effecting change

Performance and Motivation

- Motivation in today's working world
- What motivates employees
- Using personal motivation, avoiding demotivation

Managing your own Personal Resources

- How to handle your own personal resources
- Establishing a work-life balance
- Discovering your limits
- Optimally applying your personal resources

Trust as Element of Corporate Culture

- Trust as basis for decentralized leadership
- Conflicts – personal or caused by system
- Techniques for fair conflict resolution

Communication and Meeting Techniques

- Skillful communications in different leadership situations
- Solution-oriented leadership of meetings
- Tactics and techniques



Leadership Behaviour for Emerging Leaders

Seminar Dates

2023

No. E65123 **1st Session 2023**
March 6–9, 2023
Frankfurt, D

No. E65223 **2nd Session 2023**
June 26–29, 2023
Davos, CH

No. E65323 **3rd Session 2023**
October 23–26, 2023
Davos, CH

Duration: 4 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e65

Participants

1. Managers and advanced junior staff
2. Future leaders

Concept

This seminar will help put you in a position to assess the status quo regarding your management competence. After the seminar you should be

- able to apply fundamental leadership techniques
- to better use your strengths
- to get others to accept your ideas and concepts
- better at getting others to commit to ambitious objectives
- able to improve your effectiveness

Topics

Management Competence for Junior Managers

- What constitutes good management?
- How junior staff can develop themselves step-by-step into a manager

The Importance of Good Management

- Management begins with me
- Managing others begins where one person is no longer effective

Effectiveness through Management

- Why working a lot is not always a good result
- How good management aims motivation and performance at what's really important

Willingness to Commit and Career Goals

- Determining personal and professional goals
- Planning what you aspire to in your career
- Defining how much you are willing to commit to your goals

Self-Management

- Knowing your strengths
- Not letting your weaknesses become dominant

Social Competence

- The abilities you need to deal with other people correctly
- The role social competence plays in the management process

Managing Results-Oriented Employees

- Conveying values, guidelines, objectives from above
- Agreeing on objectives in your area of the business
- Trusting, delegating and self-organization

Team Building

- Creating a team out of individuals
- Choosing the right team members
- Managing teams

Leadership

- What to do when company objectives are not of interest to employees
- The boss as role model

Communication

- Saying what you mean
- Achieving the desired effect on other people
- Rules of effective communication

How to Deal with Conflict

- Typical conflict situations
- Escalation – when trivial matters become big obstacles to communication
- Ways to achieve conflict resolution

Transformation and Leadership

Skillfully mastering leadership responsibility in the age of digitalization

Seminar Dates

2023

No. E33123 1st Session 2023

part 1 March 6–9, 2023, Frankfurt, D
part 2 June 19–21, 2023, Zurich, CH

No. E33223 2nd Session 2023

part 1 June 26–29, 2023, Davos, CH
part 2 December 4–6, 2023, Lucerne, CH

No. E33323 3rd Session 2023

part 1 October 23–26, 2023, Davos, CH
part 2 December 4–6, 2023, Lucerne, CH

Duration: 4 + 3 days

Course Fee*: CHF 8500.–

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

Registration: www.sgbs.ch/e33

Strategic Leadership

If you lead a business area or an entire company, you'll need leadership expertise. Leading in this situation means not only leading people. It also means achieving primary company objectives and steering numerous employees towards the future your company wants.

Participants

Executives with a wide range of responsibilities, top performers who head up an area of a company, bosses who want to motivate their employees for changes, and executives responsible for change management tasks.

Structure

Part 1: Developing Leadership Skills

Part 2: Managing the Transformation Process

Impact

This seminar demonstrates what tools, methods and personal skills you should use as a leader at your company. It will help you lead a larger area of responsibility according to proven rules from leadership theory.

Concept

Leadership is a task that you grow into step-by-step. First, you have to develop your own leadership personality, your own leadership style. You have to acquire skills to motivate others and the ability to assert yourself. As responsibility grows and you move up the corporate ladder, your share of leadership tasks grows to include leading managers, filling key positions, developing a system of incentives and objective-achievement, ensuring implementation of decisions that have been made, ensuring a good working morale and attractiveness as an employer, mastering necessary transformation, strengthening a result-oriented mindset, developing entrepreneurship within the company, managing talent and many other things. For these increasing responsibilities, you as leader need new and expanded expertise – you need strategic leadership skills. This includes anything that cannot be mastered alone with motivational skills and the right leadership behavior. Strategic leadership is the art of correctly steering an entire organization or parts of it in the direction the company wants to go. For this, you need new knowledge, new tools and new skills.

Topics

- Leadership – models, best practices and the principles behind leading effectively
- Where good leadership is needed most
- What it's essential to finding your individual leadership style
- How do the strengths of your personality effect you as a leader?
- What leadership principles and behavioral patterns characterize an authentic leader
- Why developing systems is also a form of leadership
- How can you promote the right employees at the right places?
- How can you achieve high motivation and top performance at the same time?
- What incentives and reward mechanisms should be used?
- How does change management function in practice?
- What techniques can you use to strengthen your skills at implementing change?
- Developing digital business agility
- Understand how digitalization impacts leadership, strategy and business models

Leading & Motivating

Seminar Dates

2023

No. E66123 **1st Session 2023**

March 6–9, 2023
Frankfurt, D

No. E66223 **2nd Session 2023**

June 26–29, 2023
Davos, CH

No. E66323 **3rd Session 2023**

October 23–26, 2023
Davos, CH

Duration: 4 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e66

Participants

Participants are mid-level managers from all areas who want to enhance their skills in the areas of conflict management, leadership and motivating others.

Impact

In this seminar, you will get deep insights into good leadership, motivation and the skills to resolve conflict in a timely manner. You will understand why early conflict-resolution is so important for the morale and well-being of a large number of top performers. You will know what potential damage there is in repressed conflict, and what tasks an executive has to do, to keep motivation and trust at a high level.

Concept

It's often small things that cause employee morale at a company to suffer. Sometimes it's an awkward communication between departments that causes resentment and tension. And when people work together, there are always personal conflicts. Even more common, on the other hand, are system-based conflicts stemming from the nature of the business, the tasks and functions, the form of organization, the logic behind incentives etc. Executives must be able to recognize these kinds of smoldering conflicts early and intervene. If not, a smoldering conflict can quickly become a real conflict with insults, maliciousness, and deliberately spread rumors. If too many plates have been smashed, resolving conflict becomes a lot harder. Skillful intervention and the ability to deescalate conflict, are necessary skills that a successful executive must have.

Conflict Management

This seminar also offers you the chance to speak to our lecturers one-on-one during off hours (like in the evening). Here you can discuss especially important and challenging situations you face every day at work. With complete discretion. With valuable suggestions.

Topics

In this seminar we show you how important situational leadership is when it's responsive to the sensitivities and expectations of employees.

- Modern leadership – leading, motivating and resolving conflicts as a permanent job of a leader
- The role in a team, motivation and communication
- Reading the signs of conflict in a company
- Conflict prevention – making potential conflict a subject of discussion
- Recognizing defensive and attack behavior in your area of responsibility
- Perceiving conflict in an objective way
- How the principles of group dynamics strengthen conflict
- Strategies for avoiding conflict and scaling conflict down
- Talking about a conflict and the techniques of de-escalation it
- Leadership and conflict behavior
- Communication techniques for breaking down inner resistance and for winning-over people to accept a "good solution"
- The executive in his or her role as conflict mediator

Planning, Budgeting & Cost Management

Seminar Dates

2023

No. E83123 **1st Session 2023**
April 24 – 27, 2023
Frankfurt, D

No. E83223 **2nd Session 2023**
September 25 – 28, 2023
Lucerne, CH

Duration: 4 days

Course Fee*: CHF 4500.–

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

Registration: www.sgbs.ch/e83

Participants

The seminar is best suited to young managers, specialized staff and junior management from all areas of business who do not yet have a comprehensive, fundamental knowledge of financial management and controlling:

1. Younger Executives in lower and middle management positions
2. Line and staff managers with results, cost or sales responsibility
3. Executives without profound financial knowledge, scheduled for future positions in general management desiring to support their next career step

Concept

As a specialist or junior staff, eventually you'll be given responsibility for financial tasks like planning, budgeting, cost budgeting and financial performance-achievement. On your way up to this position, you'll need fundamental knowledge of the financial aspects of business. This seminar helps you build up the necessary basis for this in a comprehensive and easily understandable way.

Topics

At the heart of the seminar are the following topics:

Corporate Accounting

- You will learn about how costs incur, how to create a cost calculation system with full costs, marginal costs and profit margins, as well as how you can influence costs in your own area of activity.
- You will receive valuable insight into things like legal costs, activity-based management, calculation, and pricing that's in line with the market.
- You'll learn how a modern business performance tool is structured, how profit and loss accounting functions, how a cash-flow statement is structured, and what's important in balance sheets and annual financial statements.

Financial Management

- Building on the above, you'll then learn how to conduct financial management tasks yourself
- Planning and budgeting
- Investment and profitability accounting, determining the feasibility of investment plans
- Active cost management

- Pricing concepts, managing earning power
- Securing liquidity
- Break-even concepts and capital intensity
- Make or buy decisions, in or outsourcing

Controlling

- You need to use management information that is relevant to decision-making correctly and in a timely manner.
- We'll show you how – using initial signs and changes in KPIs – to recognize as early as possible, if performance is deviating from objectives. You can't ignore this and naively hope it corrects itself.
- We teach what you need to do to react quickly and implement corrective measures.
- You'll learn how to effectively use the instruments of controlling.

Advanced Finance & Controlling Program

Seminar Dates

2023

No. E85123 1st Session 2023

- part 1 April 24–27, 2023, Frankfurt, D
- part 2 June 19–22, 2023, Brunnen, near Lucerne, CH

No. E85223 2nd Session 2023

- part 1 Sept 25–28, 2023, Lucerne, CH
- part 2 Nov 20–23, 2023, Davos, CH

Duration: 4 + 4 days

Course Fee*: CHF 9900.–

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

Registration: www.sgbs.ch/e85

Participants

1. Managers from all areas of the company with responsibility for performance-achievement, sales, profit margins or costs, or managers who want to assume these types of positions.
2. Heads of business divisions, Profit Centers, departments and teams who are being given more financial responsibility.
3. Specialists and implementers from all areas of business who would like a systematic course about the fundamentals of finance and accounting.
4. Technicians, life scientists, engineers, lawyers and other specialists seeking to expand their skill set.

Structure

The 2-part Finance and Controlling Program is conducted over a total of 7 seminar days. It gives you comprehensive insight into finance and accounting, and demonstrates how they are related.

Concept

This course is perfect if you're looking to learn fundamentals that you can use at work, but also if you need to refresh and update your current level of knowledge. At the heart of this course are the following topics:

- Corporate accounting
- Financial management
- Controlling
- Economic assessment of business models and business plans

Topics

Finance and Accounting – a General Overview

- How modern finance and accounting are interrelated
- The instruments of corporate accounting and a general overview of financial management

The Fundamentals of Corporate Accounting

- What executives must know about the structures and logic of corporate accounting

Cost Accounting, Calculations, Pricing

- Cost categories, cost centers
- Full costs, partial costs, marginal costs, legal costs
- Cost and performance accounting systems
- Calculation systems with marginal costs and profit margins
- Pricing – the market versus calculation
- Flexible lower-price limits

Profit Center Account

- Expenses and income
- Internal transfer pricing
- Imputed costs, cost allocation, cost distribution
- Direct and indirect costs
- The Profit Center account

Planning and Budgeting

- Planning and budgeting as an important part of company success
- Structure, content and use of an effective planning and budgeting system
- Flexible budgeting?

Topics

Investment and Profitability Calculation

- Calculating the profitability of investments
- The profitability of investments in projects, calculating new business ideas about rationalization or expansion
- Make or buy – outsourcing, insourcing

Financing

- The relationship between strategic changes – like portfolio expansion, new market-cultivation concepts, investments in manufacturing processes, etc. – and a broadening of financial needs
- Cash flow statement, capital requirements and fund sourcing
- Types of financing, financial costs

Liquidity/Cash Management

- Liquidity controlling
- Avoiding liquidity shortfalls

Profit and Performance Objectives

- Setting ambitious profit and performance objectives
- Measures and effective mechanisms of profit management

- Achieving profit, cash flow, performance and profit margin objectives

Cost Management

- Budgeting and controlling costs
- Deliberately shaping the break-even point
- Lowering fixed costs or not allowing them to rise
- Cost variation
- Lowering costs – how to approach this?

Profitable Growth

- The financial consequences of an expansion strategy
- Growth and its consequences on return and liquidity
- The challenge of achieving profitable growth

New Business Ideas

- Conceiving a new business idea that is results-driven
- Designing new business units to profit, new Profit Centers or projects

Business Plan

- Out of ideas a business plan is created
- Content, structure and substance of a business plan

Controlling Instruments

- The "management success report"
- Interpreting and assessing monthly controlling reports
- The "balanced scorecard" as navigation instrument

Managing your Key Performance Indicators (KPI)

- Knowing and using a KPI matrix
- Linking of sales, margins, costs and results
- Management using the right KPIs

Using a Target-Performance Comparison

- Target-performance comparison as a way for early identification of deviations
- Optimal use of decision-relevant management information

Eliminating Sources of Loss

- How sources of loss are discovered
- Are losses an «investment in the future» or an «unnecessary recourse consumer»?
- Reducing unwanted losses

Scrutinizing Business Strategies from a Financial Standpoint

- Developing precise business strategies
- Recognizing the profit potential behind strategic considerations
- Assessing the financial feasibility of a business strategy
- Understanding the investment required to implement a business strategy
-
- Scrutinizing Marketing Concepts from a Financial Standpoint
- The relationship between customer benefits and company profitability
- The perceived value of a service and its pricing
- Discount or premium – market logic should dictate pricing

Financial Management for Executives

Seminar Dates

2022

No. E81123 **1st Session 2023**

June 19–22, 2023

Brunnen, near Lucerne, CH

No. E81223 **2nd Session 2022**

November 20–23, 2023

Davos, CH

Duration: 4 days

Course Fee*: CHF 5900.–

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

Registration: www.sgbs.ch/e81

Who benefits from this seminar

This seminar teaches you how to lay down the right fiscal foundation for your company. This demands comprehensive understanding and the ability to assume financial management tasks. It offers instruments and methods to help you better achieve the financial objectives of your company. Our experienced lecturers demonstrate how to manage the finances of a company, a business division or profit center in a way that optimizes performance and financial results.

Participants

1. Executives with responsibility for financial results
2. Managing directors and their deputies
3. Members of management boards and board of directors
4. CEO's and executives
5. Executives who head a department or a function
6. Specialists who bear more and more responsibility for financial results
7. Profit Center & Business Unit Managers

Structure

We know how hard it is to deliver your company's results on a regular basis. This 4-day seminar is for managers like you who want to update their skill set with even more knowledge about vital aspects of financial controlling as seen from the standpoint of executive management.

Concept

Strategic financial controlling is the responsibility of executives and upper management. Men and women who lead a company or subsidiary, who head a business division or a profit center, constantly make financial decisions with far-reaching implications.

Here are some examples:

- You expand your business by offering not only products but problem solutions, a full service package or system integration, which requires financing and drives company costs. How can I avoid eroding my cost positioning?
- Your company decides to insource or outsource, and this changes its presence in the overall value-added chain, and changes capital intensity. This can have grave consequences for profitability. How can I meet profit objectives in this situation?
- Tough competition in a stagnating market is eroding profit margins, which forces your company to make price concessions. This puts pressure on earnings and makes the profit situation worse. What can you do to avoid this?
- Focusing more on the core business has caused partial divestment, and parts of the company are to be sold. How can you determine what the optimal price is here?

- The Controlling department writes reports for management with highly compressed data. How can you derive and implement measures from this information to ensure positive results and increase cash flow?
- Top management sets fiscal objectives that are very ambitious. What can you do to achieve these objectives anyway?

These are only a few examples of questions that executives ask. They show that it's not always the Finance or Controlling departments alone who handle company finances. In fact, strategic financial controlling is tightly integrated with strategic management. The holistic St. Gallen approach to management helps you identify synergies here, and to reach even ambitious objectives by creating:

- Above-average profitability and a healthy financial position, with sustainable growth and value enhancement.

Topics

Strategic Financial Management at a Glance

- Financial management tasks
- Making strategic decisions about financial management

Strategy and Finance

- Effects of strategic changes on financial management
- Changes of cost structures and cost position
- A change in participation in the value-added chain
- Consequences for capital intensity and profitability
- Effects on financial feasibility of strategic options

Focusing, Innovating and Growing

- Consequences of these 3 different strategic variants on financial management
- Effects on liquidity, profitability, cash flow and corporate value

Holistic Control of Company Results

- The vital «adjustment buttons» that allow you to consistently improve and control cash flow, EBIT, company success and Profit Center marginal return

- Instruments and methods for an effective control of financial results

The Informative Value of Annual Financial Statements

- Analyzing and interpreting balance sheets, income statements, profit and loss statements
- Reading between the lines of financial statements to recognize trends and changes
- Understanding key performance indicators (KPIs)
- Intervening in a controlled way, and early enough, to counteract negative development

Financing and Capital

- Kinds of financing
- Strategies for financing, financial engineering
- Lowering financial costs
- Calculating financial needs
- Providing a liquidity reserve
- Raising capital – externally or from within the company?
- Costs of raising capital externally or from within the company
- The advantages and disadvantages of a seasoned equity offering

A Look at Corporate Value

- Shareholder value concept. What remains?
- Why does corporate value have to be controlled despite such concepts?
- Achieving sustainable value enhancement
- Value drivers
- Targeted use of value generators

Acquisition of Companies or Parts of Companies

- External growth through acquisitions
- Determining the value of your company
- A real-world evaluation of synergies. Where can they be used, where should they probably not be used?
- Real-world experiences in realizing synergies
- Sales negotiations and due diligence

Divestment

- Selling your company or parts of it
- Streamlining your portfolio
- Spin-offs with or without management buy-out
- Requirements for getting a good selling price

Mergers

- The merger of two businesses
- Strengthening your market position
- Reducing costs
- Adapting too-high production capacities to market demand
- Avoiding duplication
- Enhancing the talent pool and core competencies
- The attempt to create a single corporate culture out of two

A Management Information System (MIS)

- Financial early-warning system
- Developing an effective MIS

Controlling

- Modern reporting systems
- Meaningful and informative presentation of results
- Navigation instruments

Strategic and Financial Excellence

Translating intelligently-conceived strategies into excellent financial results

Seminar Dates

2023

No. E82123 1st Session 2023

- part 1 March 20–23, 2023, Berlin, D
- part 2 June 19–22, 2023, Brunnen, near Lucerne, CH

No. E82223 2nd Session 2023

- part 1 Sept 11–14, 2023, Davos, CH
- part 2 Nov 20–23, 2023, Davos, CH

Duration: 4 + 4 days

Course Fee*: CHF 10 900.–

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

Registration: www.sgbs.ch/e82

Participants

Company owners, administrative and supervisory boards members, CEOs, board of directors, directors and managing directors. Heads of business areas and important business units. Decision-makers in major parts of the business. Executives with comprehensive objective-achievement responsibility.

Impact

Participants in this program are looking for the latest insights into strategic management and financial management in compact form. They are looking for inspiration and new ideas for their own strategy that will lead them to achieving above-average financial results.

Financial Excellence

CEOs and CFOs must work closely together. They can guide their company to excellent financial results together. First, through the right corporate strategy, combined with leadership and transformation expertise. Then through making the right financial decisions.

Concept

The aim of good and intelligent strategies is to help a company achieve a rate of return that is far above sector averages, or to safeguard this for as long as possible. However, the closer you get to this goal, the harder it is to hold your position. Why? Because it's in the nature of the free market that copier companies and competitors move into markets that allow especially high profitability and rate of return. For company strategists, this means developing a position that is not easy to copy and that promises a lasting competitive advantage. For financial experts, this means that it is not a foregone conclusion that excellent results today will inevitably mean a successful future. On the contrary, the more profitable a business is, the harder it will be to hold this position permanently. Strategy and financial policy of a company, therefore, are closely linked and must be managed together.

In this program, we show you how both function – how professional strategic management and far-sighted and successful financial management go hand-in-hand.

Topics

- Executive management and decision making
- Integrating scenarios and trends into your strategic thinking
- Strategic analysis – is it enough just to keep on doing what we have been doing?
- If yes – how can we grow profitably, expand our core business and where can we optimize?
- If no – demonstrating where change is needed, precisely explaining where action is needed
- The path to safeguarding the future and its consequences for financial management
- Corporate strategy – developing a company strategy
- Developing the strategic concepts per portfolio category
- The contribution of business units to the success of company strategy
- Safeguarding growth, profitability and corporate value
- Dramatically increasing EBIT, cash flow and return on equity
- Financial management – getting the big decisions right and implementing them
- Controlling – keeping financial development under control

2023 calendar and fees

Programs in English		2023	<div>■ session 1</div>	<div>■ session 2</div>	<div>■ session 3</div>									
Executive Management Programs	days	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Program fee	
CEO & Senior Executive Program	4+4		<div>1</div> 20–23			<div>2</div> 19–22			<div>1</div> 11–14	<div>1</div> 17–20	<div>2</div> 20–23		CHF 10 900.–	
Executive General Management Program	4+4		<div>1</div> 20–23	<div>2</div> 17–20					<div>1</div> 11–14	<div>2</div> 16–19			CHF 10 900.–	
International Senior Management Program	4+4+4		<div>1</div> 20–23	<div>2</div> 17–20		<div>3</div> 19–22			<div>1</div> 19–22	<div>3</div> 17–20	<div>2</div> 20–23, part 3 in 2024		CHF 14 900.–	
High Potential Programs	days	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Program fee	
Young Leader Program	4+4+4	<div>1</div> 13–16		<div>2</div> 27–30		<div>3</div> 26–29		<div>1</div> 21–24	<div>2</div> 23–26		<div>3</div> 13–16		CHF 10 900.–	
St. Gallen Junior Business School	4+4+4	<div>1</div> 13–16	<div>2</div> 6–9		<div>3</div> 24–27	<div>1</div> 26–29		<div>2</div> 21–24	<div>3</div> 25–28	<div>1</div> 23–26			CHF 10 900.–	
General Management for Young Professionals	4+4	<div>1</div> 13–16		<div>2</div> 27–30				<div>1</div> 21–24			<div>2</div> 13–16		CHF 7 900.–	
Strategy, Marketing & Execution	4	<div>1</div> 13–16						<div>1</div> 21–24					CHF 4 500.–	
Corporate Management for High Potentials	4+4+4+4	<div>1</div> 13–16	<div>2</div> 6–9	<div>3</div> 27–30	<div>4</div> 24–27	<div>1</div> 26–29		<div>2</div> 21–24	<div>3</div> 25–28		<div>4</div> 13–16		CHF 13 900.–	
Strategic Management, Marketing Management	days	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Program fee	
Strategic Management & Change	4+3		<div>1</div> 20–23			<div>2</div> 19–21			<div>1</div> 11–14	<div>1</div> 17–20		<div>2</div> 4–6	CHF 9 900.–	
Strategic Management for Executives	4		<div>1</div> 20–23						<div>1</div> 11–14	<div>1</div> 17–20			CHF 5 900.–	
Management of a Family-Owned Business	4+1		<div>1</div> 20–23						<div>1</div> 11–14	<div>1</div> 17–20			CHF 8 900.–	
The High-Performance Organization	4+1		<div>1</div> 20–23						<div>1</div> 11–14	<div>1</div> 17–20			CHF 8 900.–	
Implementing Change	3					<div>1</div> 19–21						<div>1</div> 4–6	CHF 4 500.–	
Effective Marketing	4		<div>1</div> 27–30								<div>1</div> 13–16		CHF 4 500.–	
Strategic Marketing Management	4+4		<div>1</div> 20–23	<div>2</div> 27–30					<div>1</div> 11–14	<div>1</div> 17–20	<div>2</div> 13–16		CHF 9 900.–	
Leadership & Personality	days	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Program fee	
Executive Leadership Seminar	4			<div>1</div> 17–20					<div>1</div> 19–22	<div>1</div> 16–19			CHF 5 900.–	
Advanced Leadership Program	4+3			<div>1</div> 17–20		<div>2</div> 19–21			<div>1</div> 19–22	<div>1</div> 16–19		<div>2</div> 4–6	CHF 9 900.–	
Leadership Behaviour for Emerging Leaders	4		<div>1</div> 6–9			<div>1</div> 26–29				<div>1</div> 23–26			CHF 4 500.–	
Transformation and Leadership	4+3		<div>1</div> 6–9			<div>1</div> 19–21	<div>1</div> 26–29			<div>1</div> 23–26		<div>2</div> 4–6	CHF 8 500.–	
Leading & Motivating	4		<div>1</div> 6–9			<div>1</div> 26–29				<div>1</div> 23–26			CHF 4 500.–	
Financial Management, Controlling	days	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Program fee	
Planning, Budgeting & Cost Management	4			<div>1</div> 24–27					<div>1</div> 25–28				CHF 4 500.–	
Advanced Finance & Controlling Program	4+4			<div>1</div> 24–27		<div>2</div> 19–22			<div>1</div> 25–28		<div>2</div> 20–23		CHF 9 900.–	
Financial Management for Executives	4					<div>1</div> 19–22					<div>1</div> 20–23		CHF 5 900.–	
Strategic and Financial Excellence	4+4		<div>1</div> 20–23			<div>2</div> 19–22			<div>1</div> 11–14		<div>2</div> 20–23		CHF 10 900.–	

Registration, Administration, Enrollment

Office

St. Gallen Business School
Rosenbergstrasse 36
CH-9000 St. Gallen

Phone: +41 71 225 40 80
Internet: www.sgbs.ch/international
E-Mail: seminare@sgbs.ch

Announcement, Confirmation, Hotel

Please complete and return the attached registration form by e-mail or post.

All announcements are accurately checked, in order to set up interesting groups.

After checking the announcement you will get a written registration confirmation and the bill for the course fee as well as detailed information to the hotel and arrival. In case of an overbooked course we will contact you immediately. Hotel reservations are directly carried out by the participants. You benefit from a very reasonable seminar flat rate. Carefully selected hotels favour a stress-free learning atmosphere.

Please note that partial participation in a course is only possible after consulting the study direction.

Course Fee, Hotel costs, Topics

The course fee (plus VAT, depending where the seminar takes place) includes tuition and all course material. Hotel charges as for example accommodation, breakfast, subsistence of the hotel or conference center are not included. These charges are billed by the Hotel directly to the participants. Of course it is possible not to spend the night at the semi-

nar hotel. In that case you pay the daily delegate rate directly to the hotel as well. The daily delegate rate of the conference centers in London, Boston and Shanghai is billed directly by the St. Gallen Business School and forwarded to the conference center.

The course fee is charged after the registration and has to be transferred by 6 weeks before the seminar starts.

Please note that missed lectures due to tardiness or absence are not refunded and cannot be made up later. It may be necessary to apply minor changes to the program in order to guarantee a successful course.

Certificate

Due to the participation of the seminar you will get a seminar certificate.

Information to the Seminar Hotels

More information regarding our seminar hotels you can find directly on the internet (www.sgbs.ch).

Change of Booking, Postponement

If attendance at a seminar has, for compelling reasons, to be postponed, an administration fee of CHF 300.- will be charged. A re-scheduling is possible only up to 6 weeks before the start of the seminar, and only once. Seminars and parts of seminars not attended are forfeited. In the case of booking changes later than 6 weeks before the start of a seminar, following re-scheduling fees will be billed: up until 4 weeks prior to the start of the course, 20% of the course fee; up until 2 weeks prior to the start of the course, 40% of the course fee; up until 1

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week prior to the start of the course, 80% of the course fee. In case of a later re-scheduling the entire seminar fee is forfeited. Alternatively, a booking for a substitute participant can be made up until 4 working days before the start of the seminar. For booking a substitute participant, an administration fee of CHF 300.- will be charged.

If a participant is obliged for compelling reasons to change a booking for an individual seminar part so as to attend this in another session, then a change in booking fee of CHF 300.- will be charged. The participant should be aware, that in this case program adaptations or alterations may occur. Please therefore contact us 10 days before the start of the seminar in order to talk the seminar program over for preventing program overlaps.

Cancellation / Withdrawal

The cancellation of an enrolment (a complete withdrawal) is possible up until 3 months before the start of a seminar without charge. In the case of a cancellation (complete withdrawal) up until 8 weeks before the start of the seminar, 20% of the course fee will be charged, in the case of a cancellation (complete withdrawal) up until 6 weeks before the start of the seminar, 40% of the course fee will be charged. After this time, the entire course fee is to be paid as a forfeit, unless provision has been made via re-booking for a substitute participant.

The booking of a replacement participant or deputisation is to be made at the latest 4 working days before the start of the seminar. In the case of booking a replacement

participant, an administration fee of CHF 300.- falls due. In principle, seminars may, due to force majeure or because of an insufficient number of participants, be cancelled by the organiser at short notice, however only up until 3 weeks before the seminar start, without being liable for compensation for any resulting consequences.

Insurance, Liability, Price Changes

We recommend that you take out cancellation insurance policy covering cancellation due to illness and other occurrences. Likewise, it is the client's own personal responsibility to insure against or cover all possible damages or losses which might either directly or indirectly arise from the attendance at a seminar. No matter whether it is due to accident, illness, personal liability, theft, cancellation of the seminar by the organiser, or from damage resulting from the use of the imparted Management knowledge on the part of any participant or the company appointed to us. Any liability on our part is expressly precluded. All matters are subject to Swiss law, the place of jurisdiction is St. Gallen. By the publication of new prospectus/brochures, all previous details pertaining to contents, speakers and prices cease to be valid.

Volume Sept. 22



Enrollment Form

St. Gallen Business School
Rosenbergstrasse 36
CH-9000 St. Gallen
Switzerland

Phone +41 71 225 40 80

Internet www.sgbs.ch/international

e-mail seminare@sgbs.ch

Seminar-Name

Seminar-Number, Seminar-Date

First Name, Family Name

Company

Adress

Country, ZIP-Code, City

Business type, number of employees

Telephone

Fax

e-mail

Job title

Date of Birth

Date

Signature

2023

Enrollment

Seminar-Name

Seminar-Number, Seminar-Date

First Name, Family Name

Company

Adress

Country, ZIP-Code, City

Business type, number of employees

Telephone

Fax

e-mail

Job title

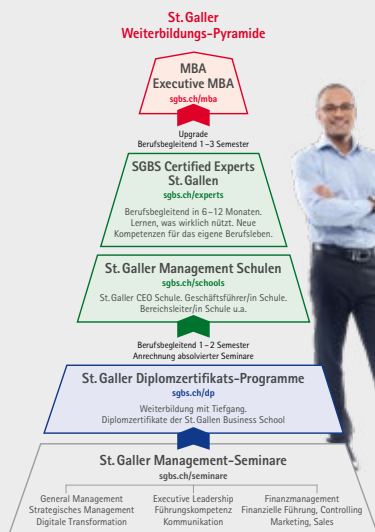
Date of Birth

Date

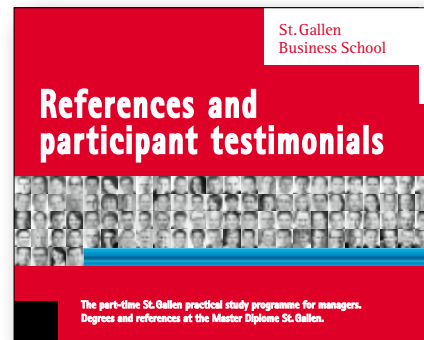
Signature

2023

Enrollment



www.sgbs.ch/praxisstudium



www.sgbs.ch/referenzen

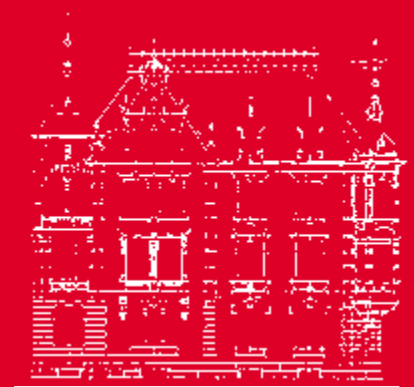


www.sgbs.ch/studium



www.sgbs.ch/inhouse





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