Preface by Prof. Winfried Ruigrok

Research at FIM-HSG Competence Centres

Asia Connect Centre 03
India Competence Centre 05
China Competence Centre 07
Competence Centre for Top Teams 09
Competence Centre for Global Account Management 11
Competence Centre for Diversity and Inclusion 13
Corporate Governance Competence Centre 15

Publications

FIM-HSG scholarly contribution 17
FIM-HSG contribution to the public 18

Teaching 20

Pre-experience education 21
Post-experience education 22

Presentations, external lectures and seminars 23

Awards, services and memberships 26

Governance 29
Dear Reader

At the Research Institute for International Management, teaching, research and impact activities are organised in two broad clusters. As the image on the title page suggests I invite you to take a deep look on our activities 2018.

The first cluster focuses on the rise of Asian business and the opportunities and implications for Swiss and European companies. In this cluster, the Asia Connect Centre (ACC), the India Competence Centre (ICC) and the China Competence Centre (CCC) developed a broad set of teaching, research and applied projects. Let me mention one of many highlights. In September 2018, the First Sino-Swiss Free Trade Agreement (FTA) Academic Evaluation Report was presented in the buildings of the Canton St.Gallen in the presence of Cantonal Minister Bruno Damann, Cantonal Minister Beni Würth, Cantonal State Secretary Canisius Braun, and the President of the Cantonal Government Stefan Kölliker. Numerous high-ranking executives and civil servants attended the event, e.g. the State Secretary for Economy Ms Marie-Gabrielle Ineichen-Fleisch and Chinese Ambassador to Switzerland Mr GENG Wenbing.

The second cluster focuses on the role of teams in the changing global context. This cluster consists of the Competence Centre for Diversity and Inclusion (CCDI), the Competence Centre for Top Teams, the Corporate Governance Competence Centre (CGCC), and the Competence Centre for Global Account Management (CGAM). CCDI has grown fast in 2018, as companies increasingly appreciate CCDI’s support in promoting diversity and inclusion, and fighting wage discrimination. CGAM obtained widespread business attention for the awards that various companies participating in its programmes received in 2018.

A final highlight to be mentioned here is that Prof. Dr. Dimitrios Georgakakis returned from the Texas A&M University to FIM-HSG in August 2018. Only two months later, at a ceremony held at the University of Geneva, he received the prestigious Latsis award for the best young scholar at the University of St.Gallen.

I want to thank all faculty and staff for the energy they put into their work in 2018, and our partners and customers for their support!

W. M. Ruigrok
Director Research Institute for International Management
Insight

In 2018, the ASIA CONNECT Center-HSG continued its work focusing on the provision of “Contextual Intelligence” and “Business Ecosystem Development” for companies from the St.GallenBodenseeArea (SGBA) in Asia as well as companies from Asia in Europe.

In this context, the ASIA CONNECT Center-HSG succeeded in starting several new initiatives but also finished its work for a Chinese customer.

Dr. Moser also continued to develop a new concept called “Contextual Intelligence Platform” that supports European and Asian senior executives alike when making market entry or expansion decisions. The concept is especially well received in emerging markets such as India & Indonesia where senior executives are facing very dynamic business environments.

During the year 2018 the ASIA CONNECT Center-HSG has therefore invested a lot of time into a cloud-based IT platform concept which is likely to be finalized early 2019 and can be combined with online training programs to support companies from St.GallenBodenseeArea in their Asia-focused projects.

Highlights

In 2018, the ASIA CONNECT Center-HSG has been able to further consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) activities.

Especially the operations in India developed positively and 2018 resulted in two Indian companies that set-up their global HQs in the region. One of them, SatSure AG,
is among the globally leading start-ups in the area of satellite data analytics and has the potential to significantly contribute to a larger Agriculture 4.0 initiative in the region.

Late 2018, Dr. Moser also supported the first large-scale executive education program of the Executive School of the University of St.Gallen in the Middle East. The program was well received and is likely to be continued in 2019.

Activities and Projects

During the first 7 years of its existence the ASIA CONNECT Center-HSG has supported close to 120 companies in more than 280 coaching sessions and has conducted more than two dozens of small applied projects on Contextual Intelligence and local “problem-solving” in Asia for the benefit of companies from the St.Gallen-Bodensee Area.

Moreover, it has also extended its support on the provision of Contextual Intelligence about Digitization and helped the ASIA Club as well as the Social Business Club at the University of St.Gallen (Students) to organize several informal meetings between students, local executives & market expansion service providers to identify common interests and potential synergies.

Outlook 2019

In 2019, the ASIA CONNECT Center-HSG will continue its activities and try to further support companies from the St.Gallen-Bodensee Area with specialized services and insights when it comes to business development in Asia. However, the Contextual Intelligence Platform for SGBA focusing on Asia will also allow local companies to apply the same tools for other new business environments such as Digitization or 3-D Printing. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Center and the India Competence Center at the Research Institute of International Management (FIM-HSG).
India Competence Centre (ICC)

The India Competence Centre at the University of St.Gallen advances the understanding of doing business in India and with Indian companies in a global context.

Insight

The India Competence Centre has advanced its research activities on innovative infrastructure solutions (focus on access-based business models) in rural and semi-urban India.

Specifically, Dr. Moser and his colleagues from TU Dortmund and IIM Kozhikode as well as IIM Bangalore have continued their work on solutions in healthcare & water access as well as mobility solutions to bridge the last-mile in rural and semi-urban India.

Moreover, the India Competence Centre has further developed its doing business in India framework and supervised numerous bachelor and master theses to develop even more insights for executives and academics alike.

In particular, it has successfully offered for the second time a joint course with Prof. Dr. Paul Rollier from the School of Humanities and Social Sciences at the University of St.Gallen. The course happens in Udaipur, India, and focuses on the society & business in India in a real-life environment where students need to conduct on-the-ground analyses to support the local HSG start-up, Jival, in their local business activities.

Highlights

For the last six years, Dr. Moser has served as the only Adjunct Professor of Business Policy & Strategy at the renowned Indian Institute of Management in Udaipur (www.iimu.ac.in) and he will to continue in 2019.

As part of the ongoing research efforts, Dr. Moser and his collaborators were able to publish a paper on access-based business models at the Base of the Pyramid in the highly prestigious Journal of Service Research.

Similar to the previous year, Dr. Moser and his colleagues received two prestigious awards / research funds:
- Finalist, PTC/ITC International Impactful Collaboration
Award, Academy of Management.

- University of Liverpool Pump Priming Research Fund, UK.

Other important highlights where the meeting of Dr. Moser with the Chief Minister of Andhra Pradesh in Zurich before the World Economic Forum as well as the visit of H.E. Ambassador Sibi George, Ambassador of India to Switzerland, Principality of Liechtenstein and the Holy See.

Activities and Projects

The India Competence Centre at the University of St.Gallen is dedicated to research and teaching activities.

Like last year, the India Competence Centre has offered two “doing business in India” courses at the BSc level. The spring course on “classic” doing business in India challenges including market entry and business (model) development is jointly organized with Prof. Shainesh G from the Indian Institute of Management in Bangalore.

For the second time, the autumn course focusing on the development of innovative infrastructure solutions was jointly organized and offered with Prof. Paul Roller, Assistant Professor of South Asian Studies at the School of Humanities and Social Sciences of the University of St.Gallen. The course was offered off-site in Udaipur, India, where 18 students explored the challenges of doing business in India in a real-life environment. Different to prior years, the case company is now Jivana Vitality Pvt. Ltd., a real Indian company founded by three HSG students in Udaipur in 2014. Moreover, Dr. Moser jointly with Devinder Singh from PwC Switzerland offered another one-day program on “negotiation tactics in the Indian-European context” for the Global Negotiator Program at the University of St.Gallen.

In addition to the numerous teaching activities at the bachelor and executive education level, the India Competence Centre established a long-term collaboration with Prof. Dr. Gopalakrishnan Narayanamurthy from the University of Liverpool. Prof. Narayanamurthy had spent several months as PostDoc Scholar at the Research Institute for International Management from mid 2017 to mid 2018 before. Prof. Moser and Prof. Narayanamurthy have jointly started several data collection projects in India to further increase the insights about innovative infrastructure solutions in semi-urban and rural India.

Outlook 2019

In 2019, the India Competence Centre will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions.

In particular, Prof. Moser and Prof. Narayanamurthy from the University of Liverpool will further expand their research activities through the inclusion of additional scholars from their network in India.

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

The China Competence Centre’s three pillars are research, teaching and practice. In fulfilling its mission CCC is becoming a bridge of productive exchange and friendship between Europe and China, having as one of its core initiatives the Sino-Swiss Competence Centre (SSCC). Conceived by the Canton of St. Gallen and FIM, SSCC contributes to the Sino-Swiss relationship. The launch of the First Sino-Swiss Free Trade Agreement (FTA) Academic Report was a success that transcended academic borders and geographical frontiers.

Insight

The China Competence Centre (CCC) at the University of St. Gallen, advances its mission of China research and teaching, as well as China oriented services. Specific CCC initiatives include developing China-oriented Executive Education, tailor-made projects in collaboration with China’s leading universities, institutions and companies and contributing to international China research collaboration projects.

Highlights 2018

Sino-Swiss FTA Report

Following the establishment of the Sino-Swiss Competence Center (SSCC) in May 2017 in Beijing China, in the presence of President of Swiss Federation Doris Leuthard, the Minister of Education of Canton of St. Gallen Stefan Källiker and Ambassador of China to Switzerland GENG Wenbing, SSCC has one goal in mind: the production of the first Sino-Swiss FTA Academic Report.

The Sino-Swiss FTA academic evaluation report was produced in bilateral collaboration by the University of St.Gallen (HSG), the University of International Business and Economics (UIBE) in Beijing and Nanjing University leading to important and novel insights.

The first and immediate benefit of the Sino-Swiss FTA are practical opportunities resulting from exporters saving customs duties because of the implement substantial reductions in tariffs. The size of these benefits was established for the first time.
The report explored the extent to which the FTA is utilized by firms and examines differences across sectors in utilization of the FTA in both trade directions. It also pointed to the future. For Swiss companies, the incentive to utilize the FTA in exports to China increases every year, with the phasing out of tariffs. Especially successful have been the Swiss watch, machinery and pharmaceutical industries.

An important question becomes why firms do not make effective use of the FTAs. Reasons vary. The report was also a call for FTA education and for upgrading the functioning of the FTA.

This bring us to the ultimate question of whether the FTA effectively increased bilateral trade. The answer is a resounding ‘yes.’ The final part of the analysis, saw the application of state-of-the-art statistical methods allowing for a counterfactual estimate of how much more Switzerland and China trade today because of the bilateral FTA. The results suggest large annual benefits of more than a billion Swiss Francs both in exports and imports.

Launch event and media impact

The FTA Report launch event took place at the Kantonsratssaal of the Regierungshaus, and was graciously hosted by the Canton of St.Gallen and the St.Gallen Bodensee Area (SGBA), Cantonal Minister Bruno Damann, Cantonal Minister Beni Würth, Cantonal State Secretary Canisius Braun, and the President of the Cantonal Government Stefan Körücker held speeches for the Chinese and the Swiss authorities and all the participants to the event. These included representatives from Switzerland Global Enterprise, SECO, EDA, Economiesuisse, the Sino-Swiss Chamber of Commerce, the Chinese Embassy in Switzerland, plus several Chinese institutions and universities. The event was extremely honored to count with Chinese Ambassador to Switzerland GENG Wenbing and the State Secretary for Economy and SECO Director Marie-Gabrielle Ineichen-Fleisch.

At the launch event a press conference was held with close to 20 journalists from Switzerland and China, producing over 50 articles. The event had an impact beyond academia in the realm of business practice and policy-making and thanks to its maple media diffusion new insight on the Sino-Swiss FTA reached the general public.

Belt & Road Initiative (BRI) and Eurasian business integration

CCC will continue its unique research on China’s Belt and Road Initiative (BRI). In 2018 the center successfully delivered in Bern the EDA project on the theme of BRI as norm-shaper and the positive contributions that Switzerland could make in this context. The plan is to continue our BRI research from a perspective of institution building, new technologies and governance (incl. cross-border e-commerce). BRI could also lead to closer economic and business integration across Eurasia. In 2019 CCC will be working with partners in China, Russia, Kazakhstan to develop Eurasian themed research and develop unique executive programmes.

Outlook 2019

For 2019 CCC plans to continue its China research and teaching and deepen collaboration with Chinese partner intuitions and firms. One of the most important projects will be SSCCs research on the second edition of the Sino-Swiss FTA Academic Report.

What is SSCC?

A bilateral academic initiative based at the University of St.Gallen (FIM-HSG) and at the University of International Business and Economics (UIBE) in Beijing, China. In Switzerland, SSCC is a strategic initiative and enjoys the partnership of the Office for Economy and Labour of the Canton of St.Gallen. SSCC’s mandate is to develop research projects. All projects seek to produce evidence-based insight and knowledge to support decision-makers, firms and policy-makers. SSCC will enable direct interaction between Swiss and Chinese business representatives and between business representatives and policy makers.
The University of St. Gallen (HSG) is one of the leading business schools in the world and has a unique reputation for having produced some of the most important business and entrepreneurial leaders and top teams in Europe. The University is thus the natural host for the Competence Center for Top Teams (CCTT-HSG).

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

**Insight**

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**Highlights**

Teams continue to be on the rise across all organizational types and levels. Previously, teams often performed clearly specified routine tasks. Today teams integrate diverse specialists and senior executives, and increasingly perform missions critical to the organization, incl. strategic change or growth projects. However, for a variety of reasons, teams may fail to live up to their potential. Organizations know how to manage departments and divisions, but have no models to consistently build and maintain high-performance teams across the organization.
During 2018 the main objective of CCTT was to fine-tune and academically test the framework for the St Gallen Top Team (SGTT). We have achieved progress as per:

1. Proposed an original and comprehensive framework for monitoring existing teams.
2. Developed survey tools to quantify team leadership and processes.
3. Consolidated the novel and proprietary notion of “We Consciousness”, which is able to measure team spirit, both its affective and its cognitive components.
4. Advanced in the development of SGTT modules related to team composition, which have an important impact of practice.
5. Advanced in the design a unique, web-based platform that will allow teams of users to self-take surveys.

**Activities and Projects**

The SGTT framework has been implemented in a variety of settings, such as courses in China at Fudan University, in Canada at the University of Toronto and at our university for at SIM and CEMS course Master-level course. The benefit of SGTT insight to the learning was critical.

At the same time, SGTT is working with private firms on developing custom solution and strategic partnership. For instance, for a client we propose to analyse sales data and identify influential team factors and interactions. This is done based on instruments applied to generate a comprehensive understanding of success factors and barriers among the sales teams in order to ensure better customer experience and sustainable sales growth. Ultimately, our model can help role out best practices across the full organisation.

On the applied research front Tomas Casas, co-director of CCTT, worked on leadership, which is the overarching subject that address teamwork, in two directions. First on narrative economics leadership, and then on the role of culture on leadership and teams, in the context of China and Russia.

**Outlook 2019**

For 2019, CCTT plans a final push for the SGTT model development including completion of validation of the We Consciousness as well as other modules. Of special importance will be the modules related to diversity. Including both the surface and deep level team composition. We also plan to consolidate two types of partnerships, one with leading corporations where SGTT measures and adds value to the team. The second is with technology companies so as to launch a new web-based universally accessible survey for team that leverages the latest technology with compliance standards.
Competence Centre for Global Account Management (CGAM)

CGAM’s mission is to shape the future of collaboration. As the world’s leading platform for B2B customer-supplier relationships, we help companies around the globe to develop winning go-to-market strategies and operating models based on extensive research and practical experience.

Highlights 2018

Following St.Gallen’s motto “From Insight to Impact”, we continued our services to the global B2B community as planned. As in the past, we conducted more than a dozen events for our corporate partner network which has grown to more than 1000 alumni to date.

A special highlight was the 6th Annual GAM Summit which was attended by nearly 100 global sales professionals from all over the world and featured guest speakers from companies like Geberit, Sonos and Vodafone.

Further highlights included the successful completion of various educational courses at the Master Level and student projects for companies like Konica-Minolta, Schindler, Schneider-Electric and Thermo-Fisher.

Most importantly, however, were proudly noticed further success stories of the graduates of our Post-Graduate Education programs at the Executive School. The following three examples illustrate how we could help our graduates to create real impact from real insights.

Becoming a Super-Supplier: The case of DSM and Bayer

When Dr. Theo Graser from DSM attended the GCP Program (Class of 2012), the relationship with Bayer was already in a robust condition. But both parties felt that there was still a long way to go until DSM would qualify for a ‘super-supplier’ status at Bayer. Six years later, Theo and DSM are proud winners of the VCP Impact Award in the category „Customer Impact“, having effectively created real impact from real insights. Using his mandatory certification project as a kickstarter, Theo was able to convince stakeholders on both sides to sponsor a joint Value Creation Initiative. The purpose was to help Bayer generate new business based on DSM’s science-based insights beyond the existing portfolio perspective. Within the next few years, business grew well above average and today the DSM-Bayer business relationship is not only almost twice the size, but also one of the showcases for collaborative B2B relationships in both organizations. „While it sometimes felt a bit like the famous search for the ‘golden egg’, we greatly benefited from the work at St.Gallen, as it forced us to constantly demonstrate the value we generated for and together with the customer. Especially when you mainly apply a technical perspective, learning how to quantify value was...
a very unique insight which created real impact for both organizations”, says Theo Graser.

Turning around the business with international customers: The case of Tetra Pak

Managing strategic customers has a long history at Tetra Pak and first efforts started already more than 15 years ago. But even though business with global customers and local „heroes” was running well, Tetra Pak noticed a fundamental issue with their international customers. These customers often found themselves in a „sandwich-position”. They were not fully global but still operating in multiple countries at the same time, which presented a challenge to Tetra Pak’s organizational setup. On top of that, business with these customers started to decline.

Acknowledging the need for a next-generation coverage approach for these customers, Niels Hougaard attended the St.Gallen GCP (Class of 2012) with the mission to write a Value Creation Project Paper on the turnaround of Tetra Pak’s international customer business. During the eight-month period of the GCP program, Niels analyzed the current state of account management from an inside-out as well as an outside-in perspective. Building on these insights, he then conceptualized the building blocks of the new international customer program and implemented his roadmap step by step. Already after one year of implementation, business with international customers was getting back on track and outgrew the other two account groups (global and local) by factor 2 respectively factor 5. A case in point was the better-coordinated approach towards Unilever, where the setup changed from an independent country focus to a truly international perspective. The results were not only aligned roadmaps for joint innovation and geographic expansion with the corresponding top-line growth, but also immediate cost savings for the customer exceeding € 5 million after year one. Looking back on his GCP experience, Niels concludes: „The exposure to new insights and tools from St.Gallen clearly took us out of our comfort zone and helped us to develop a tailor-made action plan for the whole organization.”

GCP Graduate from BASF wins Supplier of the Year Award from 3M

Alan Weinstein, BASF Global Key Account Manager & Customer Network Leader for 3M, was honored with the 2017 3M Supplier of the Year Award for Technology & Innovation in recognition of the company’s contribution to improving 3M’s competitiveness. Alan has won this award one year after completion of the “Accelerating Global Growth” program (GCP) at the University of St.Gallen. “To be recognized as 3M’s Supplier of the Year for Technology & Innovation is quite an honor”, said Alan. “This is a great achievement for BASF and the „Accelerating Global Growth” program I attended last year at St.Gallen University in Switzerland was integral in helping us to achieve a common mindset across both organizations. The strong cooperation with St.Gallen allowed us to use tools such as the Triple Fit Canvas to focus on the development of key strategies for business development by region globally. It then enabled BASF to engage successfully with 3M’s diverse technology network that was instrumental in creating a sustainable project pipeline that will help rapidly bring new products to market and accelerate growth.” “Supplier collaboration is critical to supply chain success,” said Debora Fronczak, vice president, 3M Strategic Sourcing. “We are fortunate to work with great suppliers who are committed to fostering a relationship with 3M. These partnerships help us to serve our customers with innovative and valuable solutions. It’s important that we recognize our most outstanding suppliers, and that’s what this award is all about.”

Outlook 2019

In the coming year, we will increase our focus on research by launching our consortium on “Collaborative Customer Relationships”. We will also continue to provide education and advisory services for all organizations interested in building high-value B2B relationships.
Our Mission

Diversity and inclusion (D&I) management has become a priority in many leading management circles. Companies have realized the importance of attracting and retaining a diverse workforce in order to stay competitive in a changing market. This means eliminating discrimination in the workplace and fostering a culture of inclusion in which people can maximize their performance and develop their potential without having to combat biases based on their gender, age or background. Effective D&I management is a leadership task that encompasses the entire HR life cycle. Our years of experience in D&I research and consulting and our ability to offer customized service packages that span a wide range of methodological approaches make us the ideal partner for companies at any stage of the D&I management process. Our services include sophisticated HR analytics, employee surveys, individualised consulting, and unconscious bias training for management and employees. We also offer internal and external benchmarking reports, which enable companies to measure and track the progress of diversity and inclusion in their organisations, across various internal business units, as well as externally with their peers and competitors in the same industry.

Highlights 2018

Among several large-scale projects, a large German car manufacturer commissioned CCDI to analyse its human resources processes from a gender diversity perspective and make actionable recommendations for improving processes and practices. An international banking organization asked CCDI to help them analyse and improve their diversity & inclusion practices with the goal of making their organizational culture more inclusive. To achieve this, CCDI conducted multiple focus groups of employees as well as in-depth interviews.

In 2018, CCDI honed its focus on industry-specific benchmarking analyses, publishing a report specific to Swiss banks. In November, CCDI presented the results to the Swiss Banking Employers’ Association, marking its excellent reputation among leading Swiss banking institutions. CCDI’s work was also honoured as a “best practice project” by the Swiss Federal Office for Gender Equality and invited to give a presentation on its work.

CCDI also conducted its first round of wage analyses with several companies to determine whether there were any
significant and inexplicable pay gaps between men and women. It also awarded certifications to companies if the result conformed to the standards set by the Swiss federal government.

The 2018 Report on Responsibility and Sustainability of the University of St. Gallen under the umbrella of the UN Principles for Responsible Management Education (PRME) commended the work of CCDI in general and the St. Gallen Diversity Benchmarking in particular. CCDI was selected to contribute a chapter on the importance of unconscious bias in human resources decisions in a series of books published within the PRME framework and the United Nations Sustainable Development Goals.

In 2018, the CCDI team grew by five new members, thereby deepening its expertise in data management, qualitative research approaches, HR processes as well as marketing and outreach.

Activities and Projects

The annual Advance Gender Intelligence Report was the result of a benchmarking study CCDI conducted on behalf of ADVANCE Women in Swiss Business, a NPO. Fifty Swiss-based companies participated and delivered their HR data. Published in September, the report received much positive attention in the media. Among its findings, the study showed that participating companies have made good progress in recruiting more women, also for leadership positions and that the biggest area for improvement is with regard to internal promotions. The report is available for download from our website (www.ccdi-unisg.ch).

The CCDI team continued training companies in reducing unconscious biases in their decision-making. In addition, CCDI developed training modules for several companies and “trained the trainers” in the companies so that they themselves can conduct unconscious bias trainings with their own employees in the future.

In September, CCDI co-organized the second St. Gallen Diversity & Inclusion Conference at the University of St. Gallen. The programme once more attracted 150 participants and included joint panel discussions with researchers and practitioners on diverse abilities, generations and benchmarking. At the evening event for partner companies, the film about Prof. Dr. Nils Jent “Unter Wasser atmen” (Breathing Under Water) was shown and Nils Jent shared his very personal experiences with the participants.

Outlook 2019

After analysing the anonymized raw data of 238’700 employees in 2018, increasing demand for its benchmarking analyses requires the use of analytical tools that can optimize data output. After developing a new tool to handle large quantities of HR data, CCDI will make use of this innovation for its benchmarking analyses in 2019. In addition, the St. Gallen Diversity Benchmarking can now be found on its own website at https://www.diversitybenchmarking.ch/.

One special area of growth for CCDI is the development of new industry-specific D&I benchmarking studies. After debuting its banking-specific benchmarking in 2018, CCDI will conduct similar analyses for the insurance industry, universities, hospitals, and the public sector.

In the coming year, CCDI will further develop its inclusion survey and continue developing surveys for company clients as well. CCDI also aims to further expand its pioneering role in conducting wage analyses.

Please be sure to save the date for the third annual St. Gallen Diversity & Inclusion Conference, which will take place on Wednesday, August 28, 2019 at the Executive Campus of the University of St. Gallen. The event represents a unique opportunity to hear insights from the latest research as well as experiences in the field from leading D&I practitioners. We look forward to seeing you there and at the conference and academic networking event of diversity experts from Switzerland, Germany and Austria, which also takes place at the University of St. Gallen on August 26 and 27.

Gudrun Sander at public lecture series at AUDI ("Science in Dialogue") in July 2018
Corporate Governance Competence Centre (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Team 1 led by Prof. Dr. Winfried Ruigrok analyses top management team and board structures, composition and processes and seeks to promote top management team and board effectiveness. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures and behaviour across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad.

Mission Statement

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

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

Research stream 2: Changing shareholder structures and behaviour and their implications

Listed companies in Switzerland and abroad are confronted with new shareholder behaviours and tactics, including ever shorter periods of holding shares, and the temporary transfer of share ownership and/or voting rights. In this research stream we examine the rise and implications of such new shareholding behaviours and tactics, pursuing an interdisciplinary approach and seeking to work closely with other scholars and institutes.
from the School of Management and from the Law School of the University of St.Gallen, as well as other institutions.

**Highlights 2018**

**Research on Top Managers**

With the return of Prof. Dr. Dimitrios Georgakakis to FIM-HSG in August 2018, our research on top management team will receive a new impetus. Furthermore, several papers were presented at top international scholarly conferences (e.g. the Academy of Management conference) and research seminars. In 2018, one paper was accepted for publication in the *International Journal of Human Resources Management* (2017 Impact Factor: 2.425). Finally, four doctoral dissertations were supervised and finalised.

**Advisory Board**

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

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

The following persons are member of the Advisory Board:

- Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and honorary professor of law, University of St.Gallen (chairman)
- Winfried Ruigrok, Prof. Ph.D., professor of management, University of St.Gallen
- Peter Gomez, Prof. Dr. oec., professor emeritus of management, University of St.Gallen
- Franz Jaeger, Prof. Dr. oec., professor emeritus of economic policy, University of St.Gallen
- Peter Forstmoser, Prof. Dr. iur., attorney-at-law and professor emeritus of law, University of Zurich
- David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services
- Bruno Gehrig, Prof. Dr. oec., honorary professor emeritus of management, University of St.Gallen, former member of the Governing Board of the Swiss National Bank
- Bruno Heynen, attorney-at-law, former Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters
- Ines Pöschel, attorney-at-law and corporate governance expert
- Katja Roth Pollanda, LL.M., attorney-at-law, Secretary to the Executive Committee of Novartis and Head of Corporate Law and Corporate Governance
- Markus Steiner, Dr. iur., CEO of State Street Bank, Zurich, former CEO of UBS Fund Management (Switzerland) Ltd. and Head of Legal & Compliance Committee SFA
- Rudolf Wehrli, Dr. phil. et Dr. theol., former Chairman of Clariant, former Chairman of Economiesuisse

**Activities and Projects**

The Advisory Board has held intensive workshops on the role of the public company in society and on the role of the shareholder in the public company. The Advisory Board considers these questions, the answers they provoke and the implications they will have as fundamental for the future corporate governance landscape in public companies.

The Advisory Board has identified several topics which should be dealt with in the current work of the Swiss parliament on the revision of the Code of Obligations (law of the corporation).

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

**Outlook 2019**

We will continue our work on the role of the public company in society and on the role of the shareholder in the public company. Among other, we are looking for answers to the question how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. And we will continue our exchange with the lawmaker regarding the revision of the Code of Obligations (law of the corporation).

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

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

In 2018 FIM faculty realised the following publications and papers:

Scholarly contribution

Refereed journal articles


Contribution to edited volumes

Jent, N. & Pescia, L., Beitrag für Sammelband Diversity, Universität Hamburg (Druck geplant November 2018 --> voraussichtlich verschoben auf Frühjahr 2019)
**Working papers/ Research reports**


**Case studies**

Casas i Klett, T. & Legge, S.: The Rakuten of (All) Things: “Data with Soul” to Challenge Amazon. The Case Centre.


**Opinion**


**Contribution to the public**

**Non-academic / popular publications**


Jent, N. & Pescia, L., Beitrag für Doppelpunkt (Artikel eingereicht, Publikation voraussichtlich Ende 2018)


about FIM-HSG in the Media / Interviews

Jent, Nils
«Kein Mensch ist nur blond oder blauäugig.» Interview with Corinne Päper, HR Today, 28 February 2018.

Gudrun Sander

“Wie gerecht sind wir?” Interview with Marinne Rupp, Handelszeitung, 12 July 2018.

“Quoten verändern die Realität.” Ostschweiz am Sonntag, 23 September 2018.

«Frauen in Führungspositionen: In der Schweiz eine Rarität.» Interview with Silvia Schnurrenberger, Luzerner Zeitung, 6 October 2018.

«Sander: Frauen dürfen ihr Licht nicht unter den Scheffel stellen.» Interview, Ostscheiz am Sonntag, 1 November 2018.


«Kein Ausweg aus der Mami-Sackgasse.» Blick online, 13 September 2018.

«Ces entreprises qui s'efforcent de se féminiser.» Le temps, 11 September 2018.


«Die anstehende Pensionierungswelle bringt eine einmalige Chance für die Schweizer Banken.» Arbeitgeber Banken, 9 November 2018.


«Wo sind die Frauen in der Wirtschaft?» SRF 1 Treffpunkt, 6 November 2018.


«Firmen bremsen weibliche Talente schon beim Start aus.» Sonntagszeitung, 11 November 2018.

«The power of unconscious bias.» Audi, 20 September 2018

Art Project, www.lipstick-leaders.com

Winfried Ruigrok

Interview HSG intranet:
http://www.intranet.unisg.ch/de/ueberuns/roadmap/video-ruigrok-ebene-orange
Teaching

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

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

Across the different levels at which IM was taught (i.e., Full-time MBA; Part-time MBA; pre-experience Master) a number of high-profile guest speakers enriched the lectures by providing insightful information and hands-on, practice-oriented perspectives on selected IM topics. For example, Ms. Britta Fuenfstueck, then member of the Executive Committee at Clariant and now CEO of Hartmann Gruppe, shared her experiences regarding the trade-offs in organising a multinational corporation. Dr. Rob Britton, former Managing Director at American Airlines shared his deep knowledge of the airline industry and international airline alliances with students. Thomas Dittrich, CFO at Shire plc, shed light on the challenges and effective solutions in transforming the global corporation. Further guest speakers included Ms. Pamela Knapp, member of the Board of Directors at Panalpina World, Peugeot S.A., Bekaert, Lanxess and others, and Dr. Michael Heidingsfelder, member of the Group Management Committee and Head of Industrial Division at Mettler Toledo.

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

Finally, students on the Master level had to prove academic aptitude by producing and defending unique papers on a sub-field of International Management.
In 2018, FIM offered the following courses:

**Pre-experience Education**

**BA courses at HSG:**

*Andreas Binder:*

*Tomas Casas:*

*Georg Guttmann:*
“Introduction to Academic Writing”. Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme (September-December 2018).

**MA courses at HSG:**

*Andreas Binder:*
Corporate Governance. Master degree course (together with Prof. Roland Müller), spring semester 2018.

*Mergers & Acquisitions. Master degree course (together with Dr. Xena Welch Guerra), autumn semester 2018.

*Dominik Burger:*
“No more fear of doing statistics in SPSS – Introduction and application” (fall semester 2018) – jointly with Bianca van Dellen

*Tomas Casas:*
“No more fear of doing statistics in SPSS – Introduction and application” (fall semester 2018) – jointly with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty (Spring semester 2018)

*Georg Guttmann:*
“Introduction to Academic Writing”. Tutorial, Assessment level within Bachelor of Arts in Business Administration (BA-HSG) programme (September-December 2018).

**PhD courses at HSG:**

*Winfried Ruigrok:*

*“International Management”. Core course, MBA programme, University of St.Gallen, Sep-Oct, 2018.

*“Strategy and International Management”. (SIM) programme core course, International Management (September-December, 2018).


**Nils Jent:**


*Christoph Senn:*
„Co-Creating Value with Strategic Customers”. Elective course, Master of Business Management (MUG-HSG, together with Axel Thoma), (Spring Semester 2018)

„Managing Strategic Customers”. Elective course, CEMS Exclusive Course, Fall Semester (together with Michael Weller) (2018).

*Axel Thoma:*
„Co-Creating Value with Strategic Customers Elective course, Master of Business Management (MUG-HSG, together with Christoph Senn), (Spring Semester 2018)
BA courses at other universities:

Georg Guttmann:
“International Leadership”, Bachelor in International Business. Baden Württemberg Cooperative State University, Karlsruhe, Germany (April 2018) – jointly with Philipp Müller

MA courses at other universities:

Ines Hartmann:

Post-experience Education

Executive Education/MBA:

Andreas Binder:
Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, August 21, 2018.
Best Practice Empfehlungen für KMU. Lecture at the ZIU-Tagung Familienunternehmen – Der Erfolgsfaktor Verwaltungsrat, Belvoir, Rüschlikon, September 21, 2018.
Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, December 10, 2018

Tomas Casas:
“International Management” a module offered as an international learning experience in collaboration with partner universities in China, Russia and Japan (2018).

Gudrun Sander


Christoph Senn:
Various keynotes, case study and workshop sessions at the “Global Account Manager Certification Program (GCP)”, CAS Program ES-HSG, February – September (2018).
Various keynotes, case study and workshop sessions at the “Winning and Keeping Global Customers”, GAMPRO at ES-HSG, June (2018).
Presentations, External Lectures and Seminars

**Dimitrios Georgakakis:**
Jack of all trades Master of None: CEO career variety and firm performance. University of New South Wales, Australia (2018).

**Georg Guttmann:**
Visualizing (Big) Data in Competitive and Corporate Strategy, Guest lecture in the PhD Course Competitive and Corporate Strategy offered by Prof. Tomi Laamanen, November 2018.

**Ines Hartmann:**
Qualitätsmanagement. Module for Höhere Fachschule agogis, St.Gallen and Zurich, spring semester 2018.
Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind. Zurich, fall 2018

**Nils Jent:**
Jent, N. & Dietsche, R.: Diversity Management – den Paradigmawandel fördern, PH Graubünden, Chur (03/18)
Jent, N.: Hauptversammlung Swiss Institute of Directors, Bern (Juni 2018).

Roger Moser:

Winfried Ruigrok:
Digital Formats in Executive Education. Presentation at the EFMD Conference for Deans and Directors General, Technical University Munich, Germany, January 26th, 2018.

When more pays less: CEO career variety and CEO initial compensation. Research talk at the Amsterdam Business School, University of Amsterdam, Netherlands, February 6th, 2018.

Fish start to rot from the head: The monitoring role of the board and the audit committee. Half-day executive education session delivered to Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Executive Campus, University of St.Gallen, April 12th-13th, 2018.


Transformation and the rise of teams. Dufry Annual Leadership Conference (annual meeting of top 90 Dufry executives), Mövenpick Hotel Zürich Airport, May 16th, 2018.

Towards the agile organisation. Executive seminar organised by the Executive School and Swissmem, Schloss Hünigen, Konolfingen (Canton Bern), May 25th, 2018.


International Management. Over half-day executive education session delivered at the Executive Master of Business Law (EMBL) programme, XXII/Module 1: Introduction to European and International Business Law, Hotel Einstein, St.Gallen, June 12th, 2018.

International Market Entry. Half-day executive education session delivered at the Certificate of Advanced Studies programme Intensivstudium für Marketingmanagement, Executive Campus, University of St.Gallen, June 14th, 2018.


When more pays less: CEO career variety and CEO initial compensation. Presentation, Annual meeting of the Academy of Management, Chicago, U.S., August 14th, 2018.


Welcome speech, MBA Homecoming Event, Executive Campus, University of St. Gallen, September 29th, 2018.

Laudation of Prof. Dr. Dimitrios Georgakakis at the occasion of the Latsis-Award ceremony, Auditoire Jean Piaget, University of Genève, Switzerland, October 9th, 2018.

The Top Management Agenda for Executive Development. Webinar offered to Unicon (Consortium for University-based Executive Education) member schools, November 13th, 2018.


The Top Management Agenda for Executive Development. Webinar organised by the Executive School, November 28th, 2018.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. Half-day executive education session delivered to Certificate of

Interview, CNN Money, December 10th, 2018 (broadcast in January 2019).

Gudrun Sander:


Führung und Strategie für Senior Female Leaders. Workshop at Fraunhofer TALENTA Excellence. 14 to 15 May 2018.

How to measure success in diversity management? Webinar presentation at European Women’s Management Development International Network. 28 May 2018.


Living a feminist life. Panel participation and presentation at Engendering Academia, University of St.Gallen, 5 June 2018.

Wie treffen Sie bessere Entscheidungen und holen das Beste aus Ihrem Team? Webinar at HSG Spotlight, University of St.Gallen, June 20 2018.


Christoph Senn:


„Strategic Account Management”, Erasmus University, Rotterdam School of Management (RSM), The Netherlands (April and November). (2018).


Bianca van Dellen
Unconscious Bias – How to Reflect Decisions. ZHAW. Zürich, August 2018. Jointly with Patricia Widmer
Awards, Services and Memberships

Honours and Awards

Georgakakis Dimitrios:

Gudrun Sander:
- Swiss Diversity Award. Public Award, final round nominee. 2018.

Christoph Senn and Michael Weller:
- Award for best CEMS Master’s in International Management course in the Fall Semester 2017, University of St.Gallen presented in 2018.

Thesis Supervision

Bachelor Theses Supervision

Nils Jent:
- Peterhans, Irina (Welche Aspekte der Schweizer Tourismusbranche machen diese als Arbeitgeber für Menschen mit einer Behinderung besonders attraktiv? - Am Beispiel der Hotelbranche)
- Kössler, Juliana (Konzept zur Qualitätsentwicklung der betrieblichen Gesundheitsförderung in einem Zentrums spitale - Ermittlung des Bedarfs und bedingungsorientierte Umsetzungsmöglichkeiten)
- Grob, Manisa (Wie wird die Motivation von Blinden und Sehbehinderten, einen Hochschulabschluss zu absolvieren, durch bestehende Barrieren beeinflusst?)

Winfried Ruigrok:
- Frei, Simon: “The Effect of Board Capital on Firm Performance in the Multinational Company”

Master Theses Supervision

Andreas Binder:
- Kaufmann, Tobias: “Funktion und rechtliche Stellung von Beiräten auf strategischer Führungsebene”.
- Dietrich, Simon: “Verantwortlichkeit von Aufsichtsräten in Deutschland im Vergleich zur Verantwortlichkeit von Verwaltungsräten in der Schweiz”.
- Nils Jent:
- Sagemüller, Anna (Qualitative Beobachtungsstudie der beruflichen Situation von Beschäftigten mit Trisomie 21...
auf dem ersten Arbeitsmarkt. Gibt es syndromspezifische Kompetenzen bei Beschäftigten mit Trisomie 21?)

Winfried Ruigrok:

Pavicic, Martina: “Board Characteristics and Firm Internationalization: Evidence from Swiss Companies”

Gudrun Sander

Arni, Lukas: «Measuring Team Objective Settings: Theoretical Review, Data Analysis and Scale Development.» Advisor with Dr. Tomas Casas i Klett


Iten, Laura: «Vaterschaft im Wandel? Eine qualitative Medienanalyse der Neuen Zürcher Zeitung mit dem Fokus auf die Politik der Schweiz.» Advisor with Dr. Christa Binswanger

Milosavjelic, Brankica: «Der Umgang von Schweizer Unternehmen und Organisationen mit dem Thema Diversity & Inklusion: Eine Standortbestimmung. »

MBA project supervision

Gudrun Sander


Kohler, Ines: «Excellence without Bias.» EMBA programme 2018

Winfried Ruigrok:


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


Doctoral dissertation supervision

Nils Jent:

Pescia, Lena: Inklusion von Mitarbeitern mit Behinderung in der Hotellerie – Ein praxisorientiertes Konzept für Schweizer Hotels (1. Referent)

Khezri, Bijan: Sensing, Abduction, and Strategic Change - Cognitive Microfoundations of Dynamic Board Capabilities (1. Referent)

Winfried Ruigrok:


Other thesis supervision

Christoph Senw

Supervision of 16 Value Creation Projects / Certification Papers at the CAS Program GCP 2018.

Memberships and services to HSG community

Nils Jent:

Mitglied der Gleichstellungskommission an der Universität St. Gallen

Mitglied der Ethikkommission der Universität St. Gallen

Mitglied des Organisationskomitees der St. Galler Diversity & Inklusion Tagung der Universität St. Gallen

Alumni-Netzwerk (HSG Alumni), Universität St. Gallen.

Mitglied des HRM Doctoral Alumni Network, LFP-HSG, Universität St. Gallen.

Mitglied des Corporate Governance Network (ccg network) Universität St. Gallen.

Winfried Ruigrok:

Dean, Executive School of Management, Technology and Law.

President’s Delegate for Executive Education and Ranking.

Member, Senatsausschuss.

Member, Senate.

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

Member, School of Management meeting.

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

Member, WBZ Beirat.

Chair, Supervisory Board, Asia Connect Center.

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

Member, Internationalisation Committee, University of St.Gallen.

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (ex officio), HSG Alumni Board.

Gudrun Sander:

Executive Board member of the Institute for Work and Employment Research (FAA HSG).

Director for Diversity and Management Programmes, Executive School of Management, Technology and Law.
Academic Director of the Women Back to Business Programme, Executive School of Management, Technology and Law.
Co-organiser of the 2nd Diversity & Inclusion Conference at the University of St. Gallen, 11 September 2018.

**Memberships and services to other organisations**

*Andreas Binder:*
Member of the European Council on Corporate Governance of The Conference Board.

*Dimitrios Georgakakis:*
Member of the Academy of Management
Member of the Strategic Management Society

*Nils Jent:*
Schirmherr der Aktion JUGENDLICHE HLFEN JUGENDLICHEN von der Stiftung MyHandicap.
Beirat an der ZHAW, Bereich Ergotherapie.
Stiftungsratsmitglied der Beatrice Ederer-Weber-Stiftung.
Mitglied der Echogruppe Wirkungsbericht Behindertenpolitik St. Gallen.
Mitglied des Swiss Institute of Directors

*Georg Gattmann:*
Member of the Academy of Management
Member of the Academy of International Business
Strategic Management Society

*Winfried Ruigrok:*
Chair, Thesis Committee, Accreditation Organisation of the Netherlands and Flanders (NVAO), Rotterdam School of Management, Erasmus University Rotterdam, Netherlands, winter-spring 2018.
Member, Joint Peer Review Team (PRT), Association of Advance Collegiate Schools of Business (AACSB) and Accreditation Organisation of the Netherlands and Flanders (NVAO), Rotterdam School of Management, Erasmus University Rotterdam, Netherlands, June 17th-20th, 2018.
Jury Member, Switzerland Global Enterprise, Export Award.
Member, Steering Committee, Deans’ Conference, European Foundation for Management Development, Brussels, Belgium.
Member, Advisory Board, Ostschweizer Berufs- und Bildungs-Ausstellung (OBA).
Member, Editorial Board, Journal of International Business Policy (JIBP), Academy of International Business.

*Georg Sander:*
Expert Advisor for the Federal Office for Gender Equality for projects financially supported under the Gender Equality Law
Jury Member of the Canton of St. Gallen Integration Award
Member EWMD European Women’s Management Development Network
Member Female Board Pool
Member LLL League of Leading Ladies
Member of the board and of the finance committee of OBVITA
Member of the board of the Stiftung für Frauenarbeit
Member of the Principles for Responsible Management Education (PRME) Working Group on Gender Equality
Member of the Board of the Women’s Empowerment Principles Leadership Group (WEPs LG) of UN Women and UN Global Compact
Member SMG Schweizerische Management Gesellschaft

**Professional services and reviews**

*Andreas Binder:*

*Georg Gattmann:*
Member, Editorial Board, European Journal of International Management (EJIM).
Academy of International Business
Academy of Management
European Academy of Management
European International Business Academy
Schweizerische Gesellschaft für Betriebswirtschaft
Strategic Management Society
Verbund der Hochschullehrer für Betriebswirtschaft

*Dimitrios Georgakakis:*

*Georg Guttmann:*
Reviewer for the European Management Journal

*Winfried Ruigrok:*
Reviewed for several refereed academic journals and international scholarly conferences.

*Axel Thoma:*
Member of the American Marketing Association
Member of leading swiss agencies
Member of dialogue*international
Governance

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

Leadership Team

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

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

Dr. Regula Dietsche
Director Competence Centre for Diversity and Inclusion

Prof. Dr. Andreas Binder
Director Corporate Governance Competence Centre

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

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

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

Prof. Dr. Christoph Senn
Director Competence Centre for Diversity and Inclusion

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

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

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

Associate Professor Design & Innovation

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Prof. Dr. Simon Evenett
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