



MANAGEMENT SCHOOL ST.GALLEN ■
CORPORATE PROGRAMS

ST.GALLEN



CONTENT



- 04 CORPORATE CONFERENCES
Sharing expertise.
With passion.



- 12 KEYNOTES & IMPULSE EVENTS
Set impulses.
Live on site.



- 18 INHOUSE SEMINARS AND
TRAINING PROGRAMS
Achieving learning
objectives. With
perfect precision.



- 32 LEADERSHIP DEVELOPMENT
Building talents.
Not by chance.



- 54 PERSONAL COACHING
& EXECUTIVE SPARRING
Making people stronger.
One-to-one.

MANAGEMENT SCHOOL ST.GALLEN

Fürstenlandstrasse 41 | CH-9001 St.Gallen
Phone (41) 071 222 51 53 | www.mssg.ch

St.Galler Corporate Programs

The way we acquire knowledge is as unique as we are ourselves. Our Corporate Programs offer a broad spectrum of company-specific modules and formats. Every Open Program is available as an inhouse option. Are you looking for something even more individual? We are the right people to work with on training concepts and conference formats, with integrated services ranging from A to Z.

Personal consultation

Do you have questions about our Corporate Programs? Stephanie Kropf, Program Director, will be delighted to provide a consultation or customized offer.

s.kropf@mssg.ch
Phone +41 (0)71 222 51 53



CORPORATE CONFERENCES

Sharing expertise. With passion.

Do you want to transform your business event into an inspiring platform for knowledge and dialogue? We can help you put your key messages into the right format for attendees, thereby creating an intelligent link between knowledge management and relationship management.



Topics and Formats

Large Group Events, Leadership Symposia, Conferences, Special Occasions, Special Locations, Keynote Speeches and Impulse Events



Corporate Conferences, Keynotes and Impetus Events

Large group events, symposia for leaders and conferences

Are you seeking competent mentoring for your next large group event, leadership kick-off session or client conference? We will help you simultaneously include and activate people, regardless of the group size, while tapping their collective knowledge. Whether for a staff or ten or 10,000, we will provide an unforgettable communal experience that fits the occasion.

Interactive Conference Formats, Dialogue and Digital Networking

Insights and ideas are born when people work together on questions relating to the future. With technological support, tools and interactive conference formats, we are able to make dialogue, collective feedback, knowledge stimulus and the inclusion of diverse perspectives happen in real-time for our participants.

Keynote Speeches

A good speech conveys knowledge that sticks. Gain maximum inspiration in minimal time. Whether you want an extra for a workshop, a presentation on trends for your client event, an after-dinner speech or a topic-specific contribution to a trade conference – our keynote speeches are delivered by experts from research and business practice and provide an informative and stimulating highlight with a lasting impact.

St.Gallen's Impulse Days as a Corporate Program

Enrich your existing skills with new expertise. Our impulse programs are topic-specific, short events at which pioneers from research and business deliver sustainable training on those developments that are vital for your business and help you gain new perspectives. Combine St.Gallen's tried and tested expertise with the advantages of client-specific training for your business.

Special Occasions and Locations

For your special events, would you like to enjoy the peaceful atmosphere of a cloister, provide your management crew with a team experience on board a sailing boat or host an outdoor training event in the Swiss Alps? Or break with convention and let your mind run free in the Innovation Lab? Or combine knowledge transfer with a learning journey, in a buzzing metropolis? Together we can find the perfect location for your event.



Corporate Conferences

Content-based impetus sessions or complete event?

You decide on the range of our services you require for your business event. We can coordinate the entire event or contribute to an existing concept, as required.

Inspire your audience

Impetus events, keynotes and dramatization for business events and symposia

Keynotes, inspiration and facilitation

Benefit from our expertise and enrich your conference with individually designed content that is aligned to your own objectives. You may select your impetus events from a wide spectrum of current trends and topics. Through our network of experts, we have a top-class pool of excellent keynote speakers, experienced facilitators and business experts at our disposal. We would be delighted to provide a suitable personality for your speech or podium discussion.

Your storyline: a successful drama event

Integrating the overall context in which a company operates into management symposia and conferences is key to their long-term success. If desired, we can develop a dramatization with you for your event that synchronizes perfectly with your goals and embeds core messages and findings in your company strategy and culture. We will help you to develop stories that stick in people's minds in picture-form, and to give delegates the feeling of being part of something bigger.

Ready to connect

Interactive conference formats for networking and dialogue between attendees

Up-to-date formats for dialogue and networking

New knowledge and ideas are usually born when people work together on questions relating to the future. Our interactive conference formats enable participants to disseminate knowledge themselves and simultaneously incorporate the diverse perspectives of others. Action and interaction bring topics to life, stimulate energy potential amongst participants and create new pathways to dialogue.

A selection of our conference formats:

- open space conferences
- round tables, panel discussions and panels of experts
- presentation forums, staged in parallel
- world cafe/topic cafe
- fishbowl discussions
- BarCamp presentations
- market places and moderated work stations
- visual support through graphic recording

How do you want to enrich your attendees? Together we can find the formats that suit you best and ensure their successful implementation.

The Power of Us

Innovative technologies for using combined expertise

The power of networking

Take advantage of KI technology: our networked technologies allow you to interact with the audience in a direct and dynamic way, regardless whether it numbers ten or 10,000 people. A group of people commands far greater expertise, finds better solutions and works more efficiently than an individual operating alone. Use the combined power of collective intelligence at your company occasions and events.

The power of ideas

By implementing intelligently networked technology, we enable you to communicate with participants in real time. Use their combined knowledge to solve problem tasks and brainstorm creatively. In addition, receive immediate and collective feedback, from quick votes to opinion polls, that serves as a basis for discussion.

The power of experience

Knowledge is best internalized when it is experienced at first hand. Interactive, positive group experiences consolidate acquired knowledge and lodge it in the long-term memory. Going on an interactive journey together is a playful way in which your delegates establish a shared commitment.

Spread Your Message

Newsroom concepts, social media channels and real-time reporting

Multimedia formats and social media channels

Increasingly, events prioritize the immediate dissemination of content and topics, as well as knowledge transfer. Drawing on the concept of the media newsroom, we can introduce professional, editorial communication into the world of your events. Whether "newsroom", "interactive website" or "social wall": from conception to implementation, we generate all content and oversee all communication channels.

Real-time reporting and journalistic contributions

We deliver comprehensive, real-time media coverage, tailored to each event. We put together emotional and custom-fit content in real time from videos, livestreams, interviews, photo galleries and journalistic texts. If desired, we can support you before and during events by compiling professionally written editorials by experienced journalists.

Experiential value of multimedia and authenticity

Whether video, promotional movie or photo gallery, we can edit the pictures from your events to produce authentic, exciting stories that are real, emotional and highly memorable. This ensures that you retain long-term memories of the event.



The stage is set for exclusive insights

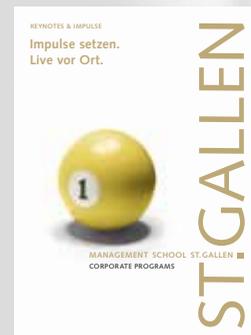
Our Corporate Conferences convey up-to-date knowledge, precisely tailored to the event and audience.



KEYNOTES & IMPULSE EVENTS

Set impulses. Live on Site.

Enhance your expertise with new and stimulating ideas. In our short events, experts from research and business offer you a long-term understanding of significant developments, thereby helping you to recognize new perspectives. Whether for an hour or a whole day, whether a keynote speech or an interactive workshop: our Impetus Events are a sustainable highlight and offer genuine opportunities for dialogue and networking with like-minded colleagues.



Topics and formats

Keynote Speeches, Impulse Events,
Interactive Workshops



Keynote Speeches

A good speech conveys knowledge that sticks. Gain maximum inspiration in minimal time. Whether you want an extra for a workshop, a presentation on trends for your client event, an after-dinner speech or a topic-specific contribution to a trade conference – our keynote speeches are delivered by experts from research and business practice and provide an informative and stimulating highlight with a lasting impact.

Which topic lies at the top of your agenda? You can select your keynote speech from a wide range of topics and a pool of top-class speakers. This ensures that the duration and content can be individually adapted to the demands of your target audience.

Examples of trend and management impulses

Examples of digitalization impulses

New Work

The future work environment

Digital Leadership

Leading in times of digital change

Lean Startup

Learning from innovators and business founders

Digitalization of Business Models

Leading business transformation

Corporate Influencer

Staff as ambassadors for their company

Networking in digital times

Creating and using networks and contacts

New Marketing

Social media, digital communication & digital networking

Social Innovation

Ecosystems for new business models

Digital countertrends

Trends and countertrends in digitalization

Examples of management and innovation impulses

Business one, two, three, four, zero?

Ready for business transformation?

Design Thinking

Innovation methods for the future

Lateral Thinking Session

Shake up old ways of thinking, remove your blinkers and abandon well-trodden paths

Agility & Dynamism

Use agile methods to inspire innovation

The Company in Times of Change

Holacracy and co.

Culture of the Future

Culture, leadership, digitalization

Innovation Journey

Your business reflected in trends, innovation and new rules of play

Networked Thinking

Dealing effectively with complexity

St.Gallen's expertise in compact form – examples of leadership impulses

Effective leaders

Leadership & Management

Mindful Leadership

Mindfulness and leadership

Resilience

Personal and corporate resilience as a key to leadership

Blue Ocean Leadership

Shaping the focus of tomorrow's leadership in the here and now

The Spirit of Harmony

Orchestral leadership and management

Elevator Pitch

The great art of brevity – convincing in a matter of seconds

Storytelling

Convincing through stories

Lead Positive!

How do you put "positive leadership" into practice?

Leading Leaders

Management culture in new constellations

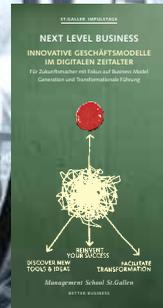
St Gallen's Impulse Days as a Corporate Program

Your return on St Gallen education

- only learn from the best
- stay ahead of events
- accelerate the future



Strategy Update
Concepts and instruments for a future-shaping strategy process



Next Level Business
Innovative business models in the digital era



Leading Finance and Control into the Future
Fiscal management amidst conflicting fields of digitalization and market orientation



Sales Future Now!
Switch to the future in sales and distribution



Einkauf 2025
Future-oriented concepts, processes and instruments for strategic and operative procurement



Blue Ocean Leadership
For more clarity and drive in day-to-day management tasks



Change Day
How to conquer the world of VUCA



Agility, Stability, Reality
Business in conflict between renewal and preservation



Think Digital
Recognizing and using digital opportunities



Lead Digital
Understanding and practicing new leadership



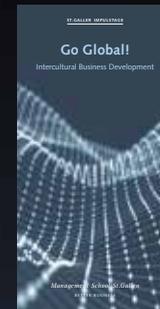
Go Digital
Learning journey into the start-up scene



Culture, Leadership, Digitalization
Establishing and embedding future-oriented culture



Purpose-driven Company
Make way for the company of the future



Go Global!
Intercultural Business Development
Strategy check for your internationalization process
www.mssg.ch/internationalisierung



Deciding for Decision-Makers
St. Gallen's problem-solving methodology
www.mssg.ch/entscheidungs-methodik



Leading Leaders
Pathways to good leadership culture



Leading People - Leading Emotions
Emotion management as key competence for self- and team-coaching



The Effective Leader
The ability to be and act effectively in a management role



Storytelling
Using storytelling to convince
www.mssg.ch/storytelling



Resilience
Emerging strengthened from crises and change



Self-Leadership
Reacting calmly, expeditiously, confidently



Elevator Pitch
Fewer words, more impact



Power and Presence of the Voice
Using expressive language and voice to convince

St.Gallen's Impulse Days as Corporate Program

Align our impulse days to your company's competence requirements and book St.Gallen's impulse days as a company-specific event. Book a complete package which comprises the following services: collaborating with the lecturer on the program design, preparation and follow-up for the event, whole-day implementation and facilitation of the impulse day for up to 10 people.

Guide prices for your in-house St.Gallen impulse workshop

Variation 1

Tried and tested standard program

Our well-established program for businesses requiring wide range of content and limited customization.
CHF 6,300 | EUR 5,600

Variation 2

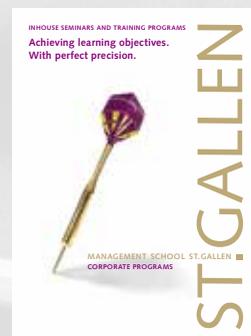
Customized Program

Program tailored to requirements for businesses with particular needs in terms of topics and target groups.
CHF 7,300 | EUR 6,500

INHOUSE SEMINARS & TRAININGS

Achieving learning objectives. With perfect precision.

For your company training, do you want to avoid standard solutions in favor of practice-oriented programs and teaching modules, whose content, format and methods reconcile business targets and personal goals? St.Gallen has the answer.



Topics and Formats

Inhouse seminars, trainings and workshops, customized or as a package offer.



Corporate Executive Education

Selection of packages we offer

We offer our well-proven programs as attractive packages for your own business. Are you interested in laying on training activities from our open seminar program as an inhouse event? Benefit from the breadth and depth of our field-tested Open Programs. Combine the well-proven St.Gallen expertise with the advantages of a client-specific training program.

Option 1

Well-proven standard program

Our tried-and-tested programs for companies which require little adaptation regarding topics and training approaches.

Option 2

Customized program

Program tailored to requirements, for businesses with particular specifications in terms of topics and target groups. Programs relating to the corporate strategy are only offered as a customized program.

Services included in the price package

Fine-tuning of the program with the trainer, event preparation and follow-up, inhouse training undertaken at your site for 5-15 participants from your company. Please contact us for further information and trainings held in other languages. We will be delighted to advise you on which option is appropriate for your organization.

Please find a detailed description of the programs under:

www.mssg.ch/en/corporate_seminars

Leadership

Go into management equipped with a wealth of knowledge. Our programs connect innovative with well-established skills in order to align your leadership competence perfectly with current everyday life, influenced as it often is by change and conflict.

First Leadership

Gaining a precise understanding of the "people success factor" and guiding it in a targeted manner.

Young or future managers ask themselves the exact meaning of "to manage" and how they can define their own role, especially in times of transformation. "First Leadership" delivers the basic mechanisms of effective management, presents traditional and new leadership styles and checks their suitability for the leadership process.

Topics

Leadership process and instruments • Aims • Team leadership • Leadership styles • Motivation

Duration

3 Days

Standard program
CHF 12'000 | EUR 10'400

Customized program
CHF 13'500 | EUR 11'700

Leadership

How managers enhance their own personality.

Managers become more effective when they are familiar with the fundamental mechanisms of how to act communicatively, can use these mechanisms proficiently and integrate them into their leadership practice. Based on St.Gallen's integrated approach, the program will address focused self-management, clear team leadership and a variety of motivation techniques.

Topics

Rules of good leadership • Leadership as a core competence • Managing yourself • Values • Motivational leadership • Communication

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Advanced Leadership

Leadership through clear values, personal courage and new energy.

Today's world of work is highly complex. The ability to engage people and lead them through complex situations is known as "leadership". Being able to reflect on and develop your own self in the way that you influence your surroundings and your areas of activity qualifies as "Advanced Leadership".

Topics

Leadership and personality • Networked thinking • Values, courage, energy • Self-reflection • Changes • Leading leaders

Duration

4 Days

Standard program
CHF 18'500 | EUR 16'000

Customized program
CHF 20'500 | EUR 17'800

Leadership & Inspiration

Transformational leadership – from manager to manager personality.

Taking on more complex management tasks. Getting to know yourself and your team better. Analyzing motives in order to solve conflicts proactively. Dismantling outdated routines and establishing new patterns of behavior. To do all this, transformational leaders need an authentic public persona who can act in an inspirational way and lead with personality.

Topics

Transformational leadership • Empowerment • High performance teams • Role model and inspiration • Supporting staff strengths • Finding a balance

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Leadership with resonance

Finding a resonance with your employees – through purpose, values and appreciation.

Many managers today face new constellations of working relationships which not only challenge but also substantially change their role and call for new answers to leadership questions. The seminar delivers ways to address these conflicting priorities, with the aid of concrete situations experienced by the participants.

Topics

Leadership in the transformation era • Clarifying leadership needs • Purpose and orientation • New leadership constellations • Resilience

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Managing conflicts – shaping change

Controlling conflict situations and using them as an opportunity.

The primary function of leadership is to deal with people. And this includes problems between people. The seminar allows participants to consciously reflect on and professionally improve their own behavior in conflict situations, in order to defuse tensions in an active and constructive manner.

Topics

Conflict signals and patterns • Conflict management • Dealing with resistance • Constructive behavior • Dealing with emotions

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Management & Strategy

What is effective management? Our programs will give you the skills to make strategies powerful and shape company changes so as to be more sustainable.

Strategic Management

Making strategies powerful and shaping change in the company.

Management is responsible for ensuring the future success of the company. There is a strategic issue implicit in the tension between strategy, structure and culture, as well as constant change. The seminar aims to deliver strategic concepts and instruments in an effective and practical way.

Topics

Strategic management • Developing, analyzing and controlling strategy • The business navigation system

Duration

3 Days

Customized program

CHF 17'500 | EUR 15'200

Strategy, Structure, Change

Translating strategic challenges into real changes.

Quality of leadership can be measured by the actions taken to ensure the success of a company, in both the short and long term. The leader has to find the right balance between operative and strategic tasks, using scarce resources to guarantee both short- and long-term success.

Topics

Understanding strategy • Structures and processes • Developing strategy • Change management • Organizing the future

Duration

3 Days

Customized program

CHF 17'500 | EUR 15'200

Strategy Update

Concepts and tools for a future-shaping strategic process.

"Which trends determine the future and what does a future-shaping strategic process look like?" These questions are central to our seminar. We offer a compact overview of the most important strategic concepts and an update of new management methods, such as Design Thinking, Business Model Generation and St.Gallen's Business Model approach.

Topics

Forward-shaping strategic processes • Strategy safari • Set of methods for your own strategic process

Duration

1 Day

Customized program

CHF 7'300 | EUR 6'500

General Management

How to arm yourself for the future with up-to-date management expertise.

The ability to lead businesses with vision requires a high level of management competence. Effective, responsible and competent management will play a vital role in the future. In this compact, holistic general management program, you will learn about new stimuli, pioneering examples of good practice and up-to-date management expertise made in St.Gallen.

Topics

Overall company management • Business structure • Leadership • Change management • Fiscal management

Duration

5 Days

Customized program

CHF 30'000 | EUR 26'000

Successful Management

Improving sustainable performance: St.Gallen's tools for increasing efficiency.

What is it that distinguishes effective from ineffective management and why?: the fact that high-quality leadership does not depend on the person but on the effectiveness of their actions. In our seminar, you will internalize this idea, understand the right path to take and work on schemata that lead to real management.

Topics

Core competence of effective managers • Performance characteristics of managers • Fundamentals of effective organizations

Duration

1 Day

Standard program

CHF 6'300 | EUR 5'600

Customized program

CHF 7'300 | EUR 6'500

Decision-making for decision-makers

Solving problems, weighing up alternatives, making decisions professionally.

Making decisions in the correct way – namely, according to circumstances as well as to your own convictions – is one of the most important management tasks. However, many paths may lead to the right decision and often these are unclear. With the help of St.Gallen's problem-solving and decision-making methodologies, you will be able to make decisions resolutely and effectively.

Topics

Decision-making methodology and system • Managing diversity • Techniques for problem-solving

Duration

1 Day

Standard program

CHF 6'300 | EUR 5'600

Customized program

CHF 7'300 | EUR 6'500



Personal Excellence

Give success more personality. Our programs will enable you to analyze your own strengths critically and train them systematically, so that your communication skills with employees and business partners reach their full potential.

Personal Performance

Maximizing impact – communicating with body language, rhetoric and charisma.

Aligning self-image with public image: how managers challenge and consciously influence their impact on staff and clients, and how they can use it in a goal-oriented way. How to do this by communicating through body language, rhetoric and charisma. Personal performance helps managers to enhance their individual impact, facial expressions and intonation.

Topics

Presence, image and impact • Stage presence • Conversational skills • Body language • Rhetoric • Speech training • Presentation

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Storytelling

Using stories as a means to successful communication.

Stories are a means to successful communication, for they convey far more than facts – they move people. Make powerful stories your success driver: our seminar will enable you to use the art of storytelling and will equip you with the necessary mechanisms to successfully develop your very own stories.

Topics

Storytelling • Construction and dramaturgy of a good story • Story-telling techniques and stylistic devices • Body language

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Managerial Effectiveness

Lead, achieve, live – improving efficiency and managerial competencies.

What makes an efficient manager? And what makes managers more efficient? "Managerial Effectiveness" gives you a toolbox for successful management and teaches you how to use it: up-to-date methods of managing a complex service portfolio, guiding staff effectively and maintaining a work/life balance.

Topics

Self-management • Contributing to the whole • Focusing on results • Using the manager's toolbox • Target orientation • Leadership qualities

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700

Customized program
CHF 17'500 | EUR 15'200

Resilience

Plug in, get up, win: emerging strengthened from crisis situations.

What gives people and organizations long-term survivability and resilience? Why do some collapse under crises and change, while others emerge strengthened? Usually this isn't down to luck but to a scientifically researched leadership quality: resilience.

Topics

Resilience • Endurance • Overcoming crises with renewed strength • Survivability • Developing the ability to bounce back

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

St.Gallen's Negotiation Principles

Using reasoning and dialogue to negotiate successfully.

Successful negotiators and facilitators don't look for the quick, one-off advantage. Instead, they persuade their negotiation partner and thereby strengthen long-term collaboration. The seminar aims to review and expand the range of behaviors that are useful in a negotiation context, using internal and external "clients", and also to find the best possible negotiation outcomes.

Topics

St.Gallen's negotiation methodology • Persuasive negotiation • Modes of reasoning • Conversational skills • Integrative strategy

Duration

3 Days

Customized program
CHF 17'500 | EUR 15'200

Elevator Pitch

The great art of brevity – persuading in a matter of seconds.

Day-to-day business is full of situations in which you have a very short time to make a lasting, best possible impression. In these situations, an elevator pitch enables you to articulate the crux of the matter succinctly and concisely. The seminar teaches you the skill of condensing messages into an alluring USP.

Topics

Elevator pitch • Making an impact • Persuading in a matter of seconds • Skill of condensing messages into an alluring USP

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500





Financial Management

Link figures with targets. From the wealth of available data at your disposal, we enable you to extract the most useful information. For a financial management team which doesn't simply measure the present but also actively shapes the future.

Financial Management for Executives

Fiscal knowledge for managers.

A company's financial leadership is a key aspect of modern management. The seminar delivers an overview of the vital elements of financial leadership, for results-oriented managers who need to get up to speed on questions of financial management.

Topics

Financial management • Accountancy strategies
• Strategic options • Cost management
• Accounting systems • Shareholder value

Duration

3 Days

Customized program
CHF 17'500 | EUR 15'200

Financial Leadership of the Company

How managers can enhance their own personality.

The seminar gives managers a wide-ranging insight into the methodology and terminology of fiscal management tools, such as balance sheets, costing, calculations and contribution margin accounting. You will then be in a position to properly integrate fiscal matters into your business dealings.

Topics

Management income statement • Financial control • Return on investment • Analyzing and forecasting balance sheets • Calculation • Financial statements

Duration

3 Days

Customized program
CHF 17'500 | EUR 15'200

Sales and Marketing

Establish clear brands. We will show you how to set up and develop valuable customer relations with long-lasting impacts on sales, even including in fiercely competitive and saturated markets.

Leading Sales Managers Effectively

Sales leadership – commission is good, motivation is better.

Leading sales staff is absolutely one of the hardest roles of a manager. This seminar was conceived with everyday practice in mind and equips you with the decisive strategic, operative and personal expertise to meet today's demands. For a motivated sales and marketing team that will prove a sure-fire success in a high-performance environment.

Topics

Leadership in sales • Time- and success-management for sales managers • Managing the whole team

Duration

3 Days

Standard program
CHF 14'700 | EUR 12'700
Customized program
CHF 17'500 | EUR 15'200

St.Gallen's Sales Management

Putting sales competence on a long-term, sustainable footing.

The more intense the competition and the greater the clients' power, the more important it is to actively develop competencies in sales and marketing. In this two-day, intensive course, you will enhance your strengths in a way which is as compact as it is practice-oriented. Training will be given in both management and leadership skills.

Topics

Sales Leadership • Strategic sales and marketing management • Customer Focus • Key Account Management

Duration

2 Days

Standard program
CHF 9'300 | EUR 8'000
Customized program
CHF 10'800 | EUR 9'300

Sales Future Now!

Switch to the future in sales and marketing.

The pressure for change in the marketing world has never been so high. St.Gallen's "Sales Future Now!" seminar will enable you to analyze change systematically and identify the trends which are essential for you. You will also receive specific tools with which to render your sales and marketing business fit for the future, and will focus particularly on digital transformation.

Topics

Digital trends in B2B and B2C • Update of marketing strategy • Value Proposition Canvas
• New customer relations

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600
Customized program
CHF 7'300 | EUR 6'500

Digital Leadership & Transformation

Get digital. Our programs point you in the right direction to make farsighted decisions between the conflicting priorities of external opportunities and internal strengths. For a transformation that will lead your company more quickly and securely from today to tomorrow.

Lead Digital

New ways of leading, thinking, acting.

How does digitalisation influence the management role? This seminar addresses the question of how companies from the digital economy work together, how they create working spaces and which individual leadership qualities are important in times of digital change. As a leader, you will need to know how to actively shape these factors and how to set priorities that are in keeping with the times.

Topics

Leadership success models of digitalisation • Managing values and VUCA • Managing strengths • Modern leadership competencies

Duration

1 Day

Standard program
CHF 6,400 | EUR 5,700

Customized program
CHF 8'400 | EUR 7'500

New Business Models

Identifying business models for the future.

The ability to develop business models more quickly and reliably than your competitors is increasingly becoming a driver for success. It is important to build up your own innovative drive and transformation skills in a focused way. Which model leads your business most vigorously into the future? And how best can you put a business model into practice? Both these questions lie at the heart of the workshop.

Topics

Designing business models • Methods for the future • Business model generation

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Change Day

How to successfully conquer the VUCA world.

V for Volatility, U for Uncertainty, C for Complexity, A for Ambiguity: welcome to the world of VUCA. Whoever wants to rank among the winners in this world needs to undergo some radical changes. The Change Day is the right format – on the one hand, it delivers the necessary, contemporary skills and tools to initiate the transformation of an organization into a business of the future, and on the other hand, it provides a skills-update for the regular adaptation of the transformation to its environment.

Topics

Trends in change • Forming your own change agenda • Principles and rules of play for forward-looking organizations

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Leading Change

Successful management from instability.

How can organizations be analyzed, diagnosed and systematically influenced? The seminar delivers a reliable overview and good understanding of solutions in change management. It will enable you to devise and apply successful and accurate procedures to your change processes.

Topics

Change philosophies • Leading and supporting change • Communication • Creating instability • Dealing with opposition

Duration

3 Days

Standard program
CHF 14,700 | EUR 12,700

Customized program
CHF 17'500 | EUR 15'200

Digital Business Transformation

Corporate change in an innovative training format

Presenting a radical challenge to the present in order to transform it into a sustainable future: more than ever before, leadership is about the fine art of transforming a business – in the face of resistance. The innovative training format presents and equips you with the most important techniques and tools.

Topics

Transformation Manager
• Business Transformation Canvas
• Yellow Type Leadership
• Complexity and dynamics

Duration

2 Days

Standard program
CHF 9'300 | EUR 8'000

Customized program
CHF 10'800 | EUR 9'300

Culture, Leadership & Digitalisation

Cultural changes in the digital era.

It is vital to stay at the forefront of technological development. But a digitalisation process cannot succeed without a company culture which integrates its staff in its change processes. This requires a new type of leadership. The workshop addresses the challenge of how to embed a culture of digital transformation in the organization and actively integrate staff.

Topics

Company culture in flux • Including staff in change • Embedding transformations in culture

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Lean Startup

Developing innovations successfully and more quickly.

Lean Startup is an innovative method of founding a successful business with limited capital. However, this method is also transferrable to the innovative management of established companies. It harnesses the mindset and operational methods of successful digital champions and develops them into a structured process, in order to position innovations on the market significantly faster.

Topics

Lean Startup method • Learning from company founders • Implementing a structured innovation process

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Developing Organizations Internationally

Strategy check for international businesses.

Whoever invests in international expansion needs to think and act long-term. This makes it all the more important that the organization develops in a structured way. Put your company to the test: how well-positioned is the organization to see through its current or planned internationalization process? Which levers could promote success?

Topics

International development of organization
• Optimizing processes and structures • Intercultural strategy check

Duration

1 Day

Standard program
CHF 6'300 | EUR 5'600

Customized program
CHF 7'300 | EUR 6'500

Digital Leadership Masterclass

New ways of thinking, acting, leading.

Our Digital Leadership Masterclass will enable you to make a threefold leap into the digital era. Firstly, you will learn new rules of play and strategies. Secondly, you will acquire the necessary competencies to lead yourself and your team into the digital future. And thirdly, you will take a look behind the scenes of start-ups that are already living and shaping this future today.

Topics

Recognizing and using digital opportunities • Understanding and embodying new leadership • Learning journey in the start-up scene

Duration

3 Days

Customized program
CHF 25'000 | EUR 21'700

Including learning journey to 3 start-ups

St.Gallen made-to-measure: your individually customized program

IME
INTERNATIONAL
MANAGEMENT
EDUCATION

Take the lead with St.Gallen: a tailor-made Corporate Program will give you clear answers to the competence questions that are at the top of your agenda. Do you have a topic of choice which isn't covered in our Open Programs? Do you have particular requirements in terms of location, duration and program content? The solution lies in St.Gallen's training programs. Together we will develop the concept most suited to your needs. Our portfolio covers a very broad range of topics and training formats which enables precise alignment to your business and your strategy.

International Groups

Do you want to train a group of international employees? We can deliver all of our events in English, otherwise mostly in French and Italian. Further languages on request.

Choice of topics

- Leadership
- General Management
- Strategic Management
- Development of Company Values & Visions
- Digital Transformation
- Change Management
- Marketing & Sales
- Purchasing & Procurement
- Finance & Controlling
- International & Intercultural Collaboration
- Team Development
- Personal Excellence
- Innovation & Creative Techniques
- Creating Future-oriented Organizations
- Project Management (including preparation for certifications)
- Executive Assistance

Training formats

The transformation in our basic working conditions necessitates new training styles. Our state-of-the-art training formats are just as individual as your requirements: networked learning, focussed on experience, is combined with new perspectives and conscious reflection.

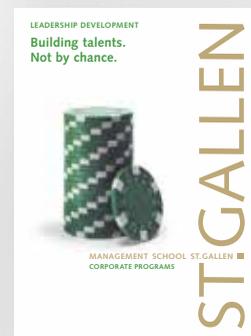
- Seminars & Trainings
- Symposia for managers & Corporate Conferences
- Keynote Speeches
- Stimulus-Workshops
- Leadership Development Programs & High Potential Programs
- St.Gallen Certification
- Personal Coaching
- Multichannel-Formats
- Action Learning Expeditions
- Design Thinking Formats
- Innovation Journeys
- Barcamps



LEADERSHIP DEVELOPMENT

Building talents. Not by chance.

Which new skills do your managers and staff need to enhance? Recognizing and fostering potential is a pre-requisite for the ideal development of a business and its people. Our St.Gallen Leadership Development Programs provide a reliable and practical foundation on which to do so.



Topics and Formats

Leadership Development Programs, High Potential Programs, Global Development Programs, Transfer & Sustainability, Talent Management, Blended Learning



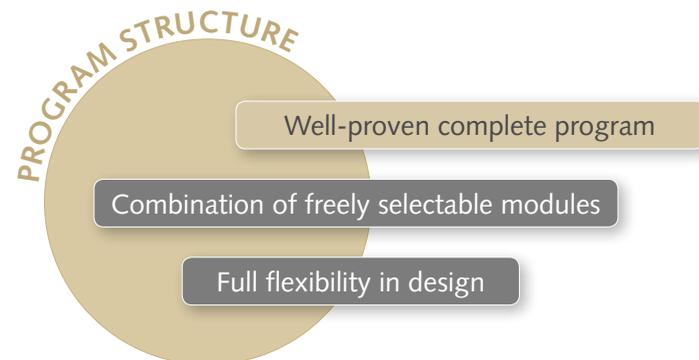
St.Gallen's Leadership Development Programs

Philosophy and success factors of Leadership Development Programs

Our leadership development programs fit like a glove. Far from a single blueprint, our response to the special wishes and requirements of businesses and managers is wholly individual. We ensure today that your staff development is equal to the demands of tomorrow. We define the program content, aims and methods that will lead most efficiently to success, by basing them on the overriding development strategy, which we will be pleased to help you prepare.

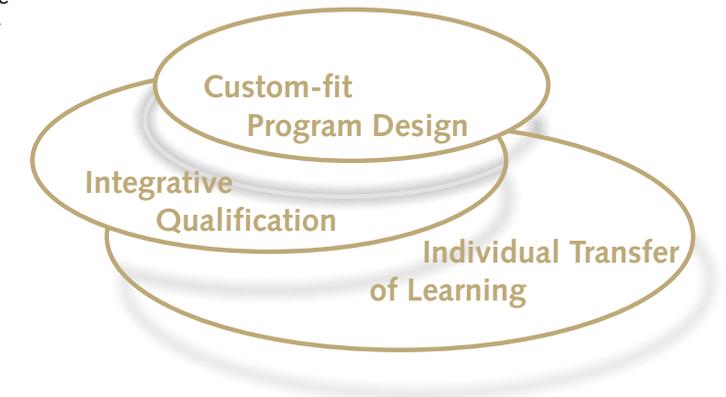
Choose your program from

- well-proven, complete programs (more about these from p. 6)
- a flexible combination of program modules (more about these on p. 18)
- Individual, freely designed programs according to your requirement or tender (more about these on p. 20)



The effectiveness of our programs is based on three success factors:

1. a **collaborative development of the program design**, custom-made to suit the developmental needs of the target group.
2. an **integrative, holistic approach to qualification**, which combines modern teaching and learning methods with your own in-house strategy, management culture and pre-existing mechanisms
3. a combination of profile modules, with measures to ensure **sustainability and practical application**, Blended Learning concepts and the growth of every individual participant through personal development plans.



1. Customized development of the program design

Our development programs for managers comprise modules with interlocking content, which build on one another. In devising training activities, we place the emphasis on co-conception with the client, which is comparable to the development needs of the target group. The program is designed collaboratively with the client, and its scope, content and methodology are individually customized to suit the needs of the target group. It focuses on taking a holistic look at training activities, as well as ways to embed them into the overall strategy.

2. Holistic qualification through custom-fit program modules

We value a holistic qualification concept which is customized to suit each business. You can assemble your program by using our long-standing, proven programs or program modules or you can set your own priorities. The number, order, duration and content of program modules may be freely and flexibly chosen. All programs include a high proportion of practice-oriented elements and are geared towards actual, generic work situations encountered by the participants. Alongside the Well-proven St.Gallen models, we also teach selected inspiring and ground-breaking approaches that meet the challenges and opportunities faced by tomorrow's successful managers.

3. Ensuring knowledge transfer and supporting the individual learning process

We place particular emphasis on designing the transfer process, as this is where knowledge acquired during coaching sessions translates into competence in action and thereby into success in business. In order to guarantee the best possible transfer of knowledge and support sustainable implementation, the learning modules are supplemented by transfer measures which we define with you, such as coaching sessions, accompanying business projects, individual development plans, web sessions, Learning Nuggets or the formation of peer groups.

St.Gallen Certificates

There is the option of passing an exam at the end of the program and obtaining St.Gallen certification.

General Management Program

How to arm yourself for the future with up-to-date general management expertise made in St.Gallen.

The ability to lead businesses with vision requires a high level of management competence. Effective, responsible and competent management will play a vital role in the future – however it looks. Management capable of learning by recognizing its own impact and able to view its function in a larger context. In this compact, holistic general management program, you will learn about new stimuli, pioneering examples of good practice and up-to-date management expertise made in St.Gallen.

Duration

Recommended duration: 6 days

Modules

The course is condensed into 2 modules à 3 days each. If desired, the duration and order of modules, as well as thematic focus, can be customized to your company.

Target group

Managers who want to learn current general management skills holistically and systematically and take a critical look at knowledge gained in practice.

Languages

German, English, French, Italian.
Other languages on request.

Special features of the approach and sustainability assurance

The special feature of our general management approach is its integrated and holistic perspective. To encourage the personalized development of individual participants, we recommend supplementing the program with individual coaching sessions on relevant topics and attending our Open Programs.

St.Gallen certification

There is the option of passing an exam at the end of the program and certifying as a **St.Gallen General Management Expert**.

MODULE 1

Managing a business

Corporate Governance

The new role of managers. Which concepts and methods should be deployed for corporate governance, when this is oriented towards the sustainable success of the company.

Business management

Vital key questions for strategic management. What a status report on businesses, the economy and society really comes down to. How to make a business energetic, fast and lean.

The integrated St.Gallen management approach

The company navigation system. The various levels of strategic and operative management.

Organization and company culture

Company strategy, structure and culture, internal connections and application as a means of controlling complexity. Agile organizations and the central question: how much agility is necessary?

New strategy –

New business models

Future-shaping strategy processes and methods for innovators: Design Thinking, Business Model Generation, principles of agile strategic processes and examples of future business models.

Finance management

Set of tools for financial management. Increase in company value. Targeted use of value generators. Financial strategies and how to embed them into company strategy.

Strategic control and KPIs

Which measures and advance factors can be used to measure the success of a company. How strategic development and management data are connected.

Duration

3 days recommended

MODULE 2

Management competencies

Leadership and personality

Character differences and personality profile. Influence of personality type on working style, management style, communication style and team behavior.

Management of values – the manager as role model

Personal and corporate values. Specific responsibility of the individual. Identifying and living by our values.

Courage and responsibility

Open and authentic communication. Handling responsibility. Constructive conflict management. Risk assessment. Appetite for risk and entrepreneurship.

Delegation and empowerment

Identifying appropriate degree of delegation. Defining manoeuvrability. Enhancing motivation.

Leading and supporting transformation

Life as change. Typical laws of progression in living or complex systems. How to handle change skillfully.

New leadership & digital leadership

When new management constellations safeguard the future: young manage old, women manage men, abroad manages home, team manages boss. Open interaction, with diversity and hierarchy as success drivers. Digital leadership in times of VUCA.

Understanding yourself – managing yourself

Where do my real strengths and weaknesses lie? Which talents should I develop? Discovering your own personality profile.

Reflecting on your own role as manager

Internally processing, outwardly calm. Finding more commonality with employees.

Duration

3 days recommended

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

St.Gallen's Executive Leadership Program

How experienced managers can successfully optimize their competencies in the key disciplines of leadership and management.

Whoever takes on a management role cannot rely on experience and routine alone, but also needs to deal with new, unfamiliar – and frequently even complex, unfamiliar – situations. Your leadership behavior should be scrutinised just as closely as your underlying strengths and weaknesses. More than ever, managers need a reliable navigation system to do this. This requires, on the one hand, an integrated body of knowledge which provides security during periods of change, and, on the other hand, an efficient set of tools with which to apply this knowledge.

St.Gallen's Executive Leadership Program provides this navigation system. The modules of the four-part program are based on St.Gallen's management teaching principles, combined with current management approaches. The program also focusses on analyzing and developing your own leadership personality and management behavior. The skills you acquire will allow you to refine your personal and social competencies and integrate these into goal-oriented leadership strategies.

Duration

Recommended duration: 12 days

Modules

The comprehensive program delivers expertise and competencies in 4 modules over 3 days. If desired, the duration and order of modules, as well as thematic focus, can be customized to your company.

Target group

Experienced managers who would like to optimize their leadership and management competencies holistically.

Languages

German, English, French, Italian.
Other languages on request.

Special features of the approach and sustainability assurance

The Executive Leadership Program is a holistic qualification approach which combines well-proven St.Gallen models with selected modern up-to-date methods and approaches. It includes a high level of self-reflection of the own leadership role. We recommend that the program includes knowledge of in-house tools, strategies and management guidelines. Selected transfer activities and networking programs between and after in-class modules may supplement this program. **More about this on page 21.**

St.Gallen certification

There is the option of passing an exam at the end of the program and certifying as a **St.Gallen Executive Leadership Expert.**

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

MODULE 1

Executive Leadership

With experience behind you and an eye to the future: in the first module you will discover how to enhance your leadership personality with interlinked ideas, clear values, personal courage and new energy.

Leadership personality
Personality profile and influence on leadership style.

Managing values
The manager as role model. Exemplifying values. Company values and personal values.

Employee satisfaction and needs-oriented management
Leadership and motivation. Insights into your own management practice.

Leading within and as a team
Designing collaboration constructively. Leading self-regulating teams, and agility.

New management constellations
Collaboration which spans hierarchies, generations and cultures. From traditional hierarchies to network intelligence.

Modern definition of leadership
Manager's role in an age of digitalisation. Breaking down old thinking patterns and recognizing challenges as opportunities.

Energy, ideas, courage
Responsibility, revival and timeless, valid leadership criteria. Handling ambidexterity.

Empowerment
From superior to sparring partner: developing coaching competence.

Practical workshop: reflecting on the leadership role

Identifying and implementing your own leadership principles and living for yourself.

Reflecting on company culture/mission statement: developing a common understanding.

Duration
3 days recommended.

MODULE 2

Strategy & company management

Module 2 gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning which will lead you faster and safer to future success.

Strategic management
Definition, fundamental philosophy and effect on the long-term vitality of the business.

The integrated St.Gallen management approach
The business navigation system. Levels of strategic and operative management.

Company strategies
Define and design. Strategic analysis, implementation and communication of strategies. Strategic control.

New target groups, new markets
Between grey surfers and digital natives. New target groups in the digital age.

Innovation management
Permanent company renewal; innovative company organization.

New strategy – new business models
Future-shaping strategy processes and methods for innovators: design thinking, business model generation, St.Gallen's business model approach.

Practical workshop: strategy and business models

Defining company-specific "hotspots". Working on strategic themes relevant to the company. Identifying future themes and business models.

Duration
3 days recommended

MODULE 3

Shaping transformation

Chances, challenges, change: module 3 teaches you how to manage change, using skills which are bang up-to-date. These will enable you to develop and implement reliable approaches to transformation processes.

The most important change philosophies
Base model for change. Typical rules of progression for change in live systems. Attitudes, obstacles, behavioral patterns during periods of change.

Recognizing and breaking down set patterns in individuals
Situation analysis. Personal patterns and resources, and how to deal with change.

Creating instability
From dealing with complex dynamics. Enhancing system competence: creating a conscious balance between stability and instability.

Acting as an agent for change
Influencing systems, overcoming obstacles, developing systems in a targeted manner.

Managing and supporting change
Attracting and integrating staff, maintaining motivation. Discovering hidden patterns in the company psyche.

Communication during change processes
No change without dialogue: planning communication concepts, integrating management systems.

Practical workshop: change

Work on specific change processes and projects in the company.

Duration
3 days recommended

MODULE 4

Personality development

Module 4 shows you how to use contemporary methods to manage your complex portfolio of responsibilities more efficiently, maintain your work-life balance better and enhance your strengths.

Focus on strengths
Where do your true strengths and weaknesses lie? Which talents should you develop?

Responsibility and courage
Culture of trust, appetite for risk and dealing with speed.

Focus on the future
Developing an agile mindset. Finding new routes to the goal.

Managerial effectiveness
Concentrating on the essential. Optimizing your own working style.

Focussing on results
What leads decision-making paths to their goal? In terms of strategy, which is the right performance definition?

The manager's toolset
Which tools should a manager have?

Overcoming efficiency thresholds
Where do stress and worry originate from? What exactly is burnout or "bore-out"? Turning problems into opportunities.

Personal impact
Optimizing your own impact and profile.

Practical implementation: contributing to the whole and understanding yourself

Self-reflection and achieving your own goals. Where does my motivation come from? How do I contribute to the company's development? What does holistic thinking mean for me personally?

Duration
3 days recommended

High Potential Program

Lead clearly, design effectively, guide systematically: how trainee managers can systematically learn and implement the mechanisms of successful management.

What is management? This is a question which preoccupies young and future managers in particular. St.Gallen's High Potential Program answers it in a way which is both reliable and practical. To lead a team – or lead from within a team – managers need to have an in-depth understanding of human behavior and be able to interpret and guide it successfully towards the common goal. Designing strategies, process and change requires more than vision and emotion: management is fundamentally a craft which is based on clearly defined concepts and tools that can be learnt. Participants of the High Potential Program will be taught these competencies in an integrative way.

Duration

Recommended duration: 11 days.

Modules

The program delivers expertise and competencies in 4 modules over 2 to 3 days and places the emphasis on individual participants' development plans. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

Target group

St.Gallen's High Potential Program is tailor-made for trainee managers and specialists who may be embarking on their management career but want to seize the opportunity to acquire proven knowledge, skills and tools.

Languages

German, English, French, Italian. Other languages on request.

Special features of the approach and sustainability assurance

St.Gallen's High Potential Program combines well-proven St.Gallen models with selected, future-oriented approaches, and teaches a holistic attitude to those competencies which trainee managers need in order to manage and lead effectively. All stakeholders, such as HR, participants and management, have their needs met and integrated into the program. We also recommend that the program includes knowledge of in-house tools, strategies and management guidelines. Selected transfer activities and networking programs between and after in-class modules may supplement this program. We also recommend including a mentoring program. **More about this on page 21.**

St.Gallen certification

There is the option of passing an exam at the end of the program and certifying as a **St.Gallen Leadership Expert**.

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

MODULE 1

Business success

Module 1 teaches the foundations of successful business management, strategy and company organization from a holistic perspective. The way is paved for the rest of the program to follow on successfully.

Introduction to the program and planning milestones
Entrepreneurial thinking and future-oriented management.

Holistic review of the company
The integrated St.Gallen management approach. The business navigation system.

Organization and company culture
Company strategy, structure and culture.

Company performance and KPIs
Which measurands can be used to evaluate company success.

Strategic management
Developing, implementing and analyzing strategy.

Target groups and new markets
New business models, reaction to megatrends.

Transformation and innovation
Handling change, particularly digital change.

Agility, design thinking etc.
Agile methods and organizational structures.

My contribution to the whole:
personal development plan

Recommended complementary activities

Presentation of in-house strategy and KPIs by management team.

Program design session: participants design follow-on modules together.

Start cross-program business projects.

Begin mentoring program. Form learning partnerships.

Duration

3 days recommended

MODULE 2

Developing Personal Excellence

Module 2 actively encourages you to change your personal perspective. This gives you the opportunity to self-reflect and be stimulated, in order to get to know yourself better and to be able to use your strengths and talents in a more targeted way.

Focus on strengths
Where do your true strengths and weaknesses lie? Which talents should you develop?

Responsibility
Culture of trust, appetite for risk and dealing with speed.

Self-awareness
Self-reflection. Defining and achieving your own goals.

Developing an agile mindset
Joined-up thinking, embracing other perspectives and finding routes to success.

Self-management and time management
Focussing on results. Concentrating on the essentials. Optimizing your personal work style.

Resilience
Handling pressure, opposition and stress.

Personal impact
Optimizing your public persona. Versatility of expression. Presence and power of performance. Enhancing presentation skills.

Communication and conversational skills
Principles of successful conversational skills. Dealing with difficult target groups and situations.

My contribution to the whole:
personal development plan.

Recommended complementary activities

Use of a personality profile

Individual coaching to develop personality

Duration

3 days recommended

MODULE 3

Leadership Skills

Module 3 addresses the question of what "to lead" actually signifies. You will discover what exactly ambitious managers mean by the "people success factor", how they can deliberately connect and motivate staff to achieve maximum results.

Management process and leadership
What is management? Identifying managerial roles and realities, and how to handle them.

Management styles and management behavior
Traditional and new management styles. Various types of management behavior and their impact on managers. Transition from colleague to boss.

Managing teams
Criteria and processes for team-building. Teamwork and team leadership. Delegation. Position of manager in the team.

Management, motivation and needs-oriented leadership
Link between management behavior and motivated employees. Managing with goals. Situational management.

New management constellations
Young manage old, abroad manages home, team manages boss... Dealing openly with diversity.

Digitalisation and agility
New managerial challenges. Impact of digitalisation and pace of change on day-to-day management.

My contribution to the whole:
Personal development plan and management statement.

Recommended complementary activities

Presentation and discussion about in-house company culture/mission statement and management tools via HR.

Duration

3 days recommended

MODULE 4

Review and future outlook

Shaping the future: in Module 4 you will reflect on the program and focus on the future. How do I continue to develop and what contribution can I make to the success of the company?

The program: learning experience and reflection
Lessons learnt from putting ideas into practice. What works well at the moment, what doesn't (yet)? Reflecting on the management role.

Organizational insights
Consolidating results from workshops and projects. Planning company milestones.

Building networks and exchanging ideas
Exchanging ideas with the other participants. Extending and maintaining personal networks.

Reflecting on the development plan
Status quo and identifying the next steps.

My contribution to the future of the company
How can I make an active contribution to the future of the company? Defining specific measures.

Recommended complementary activities

Management team present transfer projects.

Optional: final written test.

Embedding insights/results gained from workshops and projects into the organization.

Duration

2 days recommended

Global Development Program

Four modules – one mission: Accompany you on your way to becoming an international leader

What challenges will managers be faced with in the future, and how can these be met? In answer to these questions, we have created a groundbreaking International Leadership Program. Together we will embark on a learning journey that will support you to develop as a person as well as a future global leader. You will acquire the perspectives needed for business success in a globalized, VUCA world and develop skills and qualities that help drive the transition to a digital future. Get inspired and develop new insights in the sessions with topics ranging from strategic competence to leadership skills, cultural transformation and personal excellence. Benefit from extensive personal reflection, international networking and knowledge exchange. In order to make the learning contents more tangible, the learning modules contain experience-oriented elements that will enhance self-reflection and inspiration.

Duration & Modules

Recommended Duration: 11 days.

Modules

The program consists of 4 modules that foster a holistic development of international leadership competencies, individual development paths and cross-company networking.

The final program design is developed in line with the development needs of the target group, which will be refined with the participants and stakeholders during the first module.

Target group

Executives who manage international activities or the collaboration of international teams.

Languages

English, German, French, Italian.
Other languages upon request.

Transfer & individual learning process

The program focusses on the individual development path of each participant, supporting them to build new skills and competencies. There is personalized program preparation as well as support between the modules such as coaching, web sessions and peer learning. It is recommended to foster the organizational transfer by Action Learning Projects, which will be developed over the duration of the program.

St.Gallen Certificates

There is the option of passing an exam at the end of the program and obtaining a certificate as **Certified St.Gallen International Leadership Expert**.

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

MODUL 1

Getting Connected – Kickoff & program design

Start your journey

Module 1 builds the launchpad for your learning journey. You will get acquainted with the program itself and with ways of acting successfully within an agile and changing environment.

Definition of tasks & milestone planning during the program

Introduction of the participants to their future challenges

Gathering intercultural awareness & working in international teams

Strengthen the multidisciplinary network & team building activities

Agile project work & organization of action learning projects

Individual development plan: my contribution to the greater whole

Recommended activities

Fireside-Chat with a representative of the executive board in order to reflect expectations of the program

Definition & selection of action learning projects

Co-creative program design session

Networking activities

Duration

2 days recommended

MODUL 2

Thinking Global – Managing Business

Shape success

Module 2 module will challenge your thinking about strategic business management and equip you to take a more active and informed role in the company's strategic discussions.

Understanding global business developments & a VUCA environment

Future-oriented management: entrepreneurial spirit & visions

Company and personal values

Strategic management

The dynamics of an organization: creating market-driven structures

Enhancing change and cultural transformation

Customer orientation

Foster innovation & enhancing agility

Reflecting the company-specific strategy process

Recommended activities

Fireside-chat with executive board in order to reflect the current strategic thrust

Presentation of the company-KPIs by a representative of the finance department

Duration

3 days recommended

MODUL 3

Leading Internationally

Expand your impact

Module 3 invites you to question the role of leaders in digital and agile businesses. You'll start updating your leadership skills and reflect on how you can take your insights forward in your own teams and projects.

Roles, tasks and tools of effective leadership & management

Team energy: Inspiring and motivating people

Leading teams to their best performances

Effective Communication & conflict management

Coaching and supporting others

Leading internationally &

managing cultural diversity

Virtual leadership & leadership without disciplinary power

Digital & agile leadership, leading transformation
Personality profile work

Recommended activities

Fireside-Chat with executive board in order to reflect the leadership mission

Presentation of internal leadership principles and tools by a representative of HR

Duration

3 days recommended

MODUL 4

Developing Personal Excellence

Enhance your strengths

Module 4 invites you to take a close look at yourself, your strengths, your habits and working practices. We'll support you to find your own path of being more self-aware, balanced and energized.

Managing yourself: Stress & time management

Courage & risk management

Accountability & speed of decisions

Networked thinking and problem-solving

Challenge traditional mind sets

Mindfulness & personality awareness

Conversation and presentation skills

Reflecting on the journey: Learning experiences during the program, organizational learnings & next steps

My contribution to the greater whole: review of individual development plan

Recommended activities

Personality profile

Presentation of action learning projects to representatives of the Management Board

Duration

3 days recommended

Digital Leadership & Transformation Program

More agile, more connected, more authentic: how to synchronize managerial skills with the transformation in values, people and roles brought about by the digital era.

The digital revolution transforms markets, performance, processes – and the competence profile of managers. St.Gallen's Digital Leadership Program connects and delivers those leadership qualities proven to underlie a goal-oriented, consistently reliable navigation system. This program is a refreshing contrast to many others on offer which reduce the word "digital" to mean short-lived, technical expertise. The Digital Leadership Program's effectiveness is based on three cornerstones:

- Firstly, a future-oriented conception of the company as a connected and purposeful system.
- secondly, a positive interpretation of management which is based on values and strengths, rather than instruction and control.
- Thirdly, methods and tools which smooth the way for genuine change, agility and disruptive innovation, and with which expertise gained from all modules can be transferred directly into practice.

Duration

Recommended duration: 7 days

Modules

The program is designed to be as compact as possible (4 modules over 1 to 2 days) and delivers the tools and competencies which are essential to business success in our digital age. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

Target group

Experienced and aspiring managers who have recognized that the digital revolution requires an evolution in approaches to management.

Languages

German, English, French, Italian. Other languages on request.

Special features of the approach and sustainability assurance

The program will enable you to take a threefold leap into the digital era. A contemporary, didactic combination of face-to-face modules and stimuli from inspiring businesses and innovators will bring the program content to life and support its practical application. Experimentation, implementation, learning and self-reflection are key features of this approach. You will have the chance to visit start-ups: the selection will be made in consultation with you and will be industry-specific. Equally, you will be able to choose training locations with a creative learning environment.

St.Gallen certification

There is the option of passing an exam at the end of the program and certifying as a **St.Gallen Digital Leadership Expert**.

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

MODULE 1

Digital Business Transformation

Challenging the present in a radical way in order to transform it into a viable future: these days, if you are responsible for a business, you also need to help design transformation processes. More than ever before, the real skill of leadership lies in the ability to transform businesses – against all odds. The first module presents and teaches participants the necessary techniques and tools to do this.

Transformation Manager

Foresight, intuition and personal example as key factors for transformation. Understanding energies and obstacles in the transformation process.

Complexity and dynamics

How social organizations function in the post-industrial age. Anticipating relevant trends and reducing risk during transformation.

The right "change combination"

Which transformation philosophy and concept work best for us? Identifying the perfect combination by analyzing different approaches.

Design Thinking

Using Design Thinking as a disruptive brainstorming technique which radically challenges the existing business.

Practical workshop – Business Transformation Canvas

You will be presented with the necessary tools to learn how to devise new, innovative business models, complete with clear goals, adjustment levers and milestones, and also creative tools that allow you to demonstrate both strategy and implementation effectively.

Leading the way into the future

Plan the transformation steps for your business with the aid of the integrated master plan.

Duration

2 days

MODULE 2

Digital Leadership

The second module shows you how to boost your digital success story with tangible emotions, values and strengths. Paradoxical though it may sound, it is precisely the VUCA world that needs to base its approaches to leadership and collaboration on robust "soft skills". As a leader, you need to know how to play an active role in designing these skills and setting modern-day priorities.

The digital leadership approach

Positive psychology as a success model for leadership. Using emotions as a stimulus for digitalisation.

Leadership competencies in times of transformation

Fail Fast & resilience, delegation, individual responsibility, appetite for change, ambiguity tolerance, spirit of innovation.

Value management as an alternative model to VUCA?

Values and sustainable business management.

Managing strengths

Identifying, defining and enhancing skills and talents. Focusing on your own strengths.

Ambidexterity as a leadership concept in digitalisation?

Management vs. leadership: definition and application in day-to-day management. Integrating different cultures, tasks and roles.

Practical workshop – New Work

A look at the world of work in the future: which new work flows and perceptions of roles will be relevant to us?

Duration

2 days

MODULE 3

Agility and Innovation

The third module focuses on the themes of agility and innovation. It will enable you to understand agility and spell out its potential to promote innovation in your company. You will get to know the principles of agility and recognise the associated challenges for management and staff. You will identify how it relates not only to your company but also to your personal management role.

Agility – buzzword or active force for the future?

Learn Startup, Design Thinking, Scrum and Co.: how agile methods function and interact.

The agile organization

Current approaches and state of research. Application to your own business.

Prerequisites for agility

Requirements relating to culture, structure, management and team.

Under which circumstances is innovation successful?

Solutions between conflicting priorities of efficient management and creative breathing spaces.

Best-Practice

Change-maker businesses with strong "digital and agile DNA", compared to traditional company structures.

Practical workshop - Agility

Various practical simulations will demonstrate a step-by-step, goal-oriented approach to the themes of agility and innovative management. You will focus on the playful implementation of your acquired skills and leadership approaches.

Duration

2 days

MODULE 4

Learning Journey

The last module in the Digital Leadership Masterclass will take you on a journey through the start-up world, where the successful business models of the future are already in everyday practice. You will be given a glimpse behind the scenes and will look at the strategies used by selected, young businesses or innovators in transformation. There is no more effective way to internalise the workings of the new world than by having one-to-one conversations with pioneers of the digital age.

Introduction: Where is the digital future growing?

Driving forces and developments in the new ecosystem: start-ups, venture capital companies and unions.

Start-up 1: business administration textbook or lego box?

Visit to start-up 1 with Q & A session, focussing, for example, on digital business models.

Start-up 2: specialist units or communities?

Visit to start-up 2 with Q & A session, focussing, for example, on digital collaboration.

Start-up 3: step-by-step or "quick and dirty"?

Visit to start-up 3 with Q & A session focussing, for example, on digital innovation.

Wrap-up and take-away

Concluding reflections and insights for your own business.

Duration

1 day, recommended location in Berlin or Munich.

St.Gallen's project management program

Expertise, proven tools and well-proven techniques for planning, managing and leading projects successfully.

Do you want to plan projects efficiently, coordinate them confidently and implement them smoothly? Our 3-module project management program will teach you specifically how to do this. During the course of the seminar series, you will engage intensively with the various facets of project management and project leadership. You will discover which tools and, for instance, agile methods successful project managers use and how you can apply these in a focussed way. And you will learn how to lead projects successfully and organise communication with various stakeholders, dealing with your own project team, the client and the project customers. A particular strength of this program lies in the fact that its methods are directly applicable to your own project set-up and also lend specific support during the transfer to your own practice-based projects.

Duration

Recommended duration: 8 days.

Modules

The program's success is based on the three cornerstones of project management, project communication and direct practical application, and is taught in 3 modules over 2 to 3 days. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

Target group

The program is aimed at project leaders and experienced project team members, who would like to acquire or enhance in-depth expertise in project management and project leadership.

Languages

German, English. Further languages on request.

Special features of the approach and sustainability assurance

This program is based on the international standards of the Project Management Institute (PMI) or the International Project Management Association (IPMA). Participants will work specifically on their own projects during and between modules. This means that they will not be left to their own devices but will be guided through the execution of their project by experts and colleagues.

St.Gallen qualification and certification

There is the option of passing an exam at the end of the program and **certifying as a St.Gallen Project Management Expert**. The program also provides a firm basis on which participants can build up to PMP, CAPM or IPMA Level D or C certification. The program can be extended on an individual basis to include the required qualifications to prepare for the certification tests.

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

MODULE 1

Project Management

In module 1 you will learn the essential methods and techniques associated with successful project management and will be able to apply these to your own projects. You will then be able to plan, execute and complete your own projects successfully.

An overview of project management

What is project management? Where do my responsibilities as project leader lie?

Defining your project

How do we define good objectives? The magic triangle of project management. How can I ensure that projects are measurable?

Project organization

How is a project rooted in its environment? Project roles and responsibilities. Designing paths of communication and decision-making processes.

Planning and managing a project

How do I plan activities, time, costs and resources? (Creating a project plan for structure, network, time and resources). How do I maintain an overview? What kind of ongoing communication is needed?

Risks in project management

How can I recognise risks early and manage them proactively?

Project completion

How is this done and what do we learn from the experience?

Project objectives and other arrangements

What and how can these be implemented in your own field?

Practical application and transfer

Identifying your own practice-based projects

Duration

3 days

MODULE 2

Successful project communication

In module 2, you will learn how to lead projects in local and trans-regional teams, with or without managerial authority. You will learn the necessary skills for project communication, leadership competence and delegation of responsibility.

Review part 1: fundamentals of project management

Experiences, challenges and approaches to finding solutions in the transfer time between modules.

Communication during the project

How does communication function? Why does communication during the project sometimes fail? Giving and receiving feedback.

Communication with various stakeholders

Identifying stakeholders. Recognizing the need for communication. Organizing appropriate involvement.

Leading as project manager

The management triangle – your own leadership priorities and development areas. How do I hold on to power as project leader?

Leadership styles and situative leadership

Life motives. Potential and limits of staff motivation. Recognizing what drives individuals.

Practising typical project situations

Persuading counterparts. Addressing conflict and representing different opinions. Communicating with the steering committee.

Practical application and transfer

Identifying and/or following up on your own practice-based projects.

Duration

3 days

MODULE 3

Project management – practice and agile project management

Module 3 focuses on reflecting and working on your specific projects. You will also widen and refresh your knowledge and will be introduced to ways of achieving agile project management.

Developing project management:

Broadening your knowledge of project management methodology, e.g. agile project management. An overview of agile methods. The most important agile methods: Scrum, Lean, Kanban, eXtreme Programming, Design Thinking and their core elements. How do I choose the most appropriate agile method?

Agile project management

Which agile method is particularly suited to which type of project and form of organization? Where do mixed forms and hybrid project management methods work well? Lean and Kanban in projects.

Implementation in your own project setting

How can I combine traditional and agile elements?

Reflection on modules 1 and 2

Individual reflections on the program: what went well, what went badly?

Practical advice for specific situations

Exercise for difficult project situations. Advice and suggestions from trainer and participants.

Feedback & self-reflection session

Feedback on observed behavior in circle of participants.

Duration

2 days

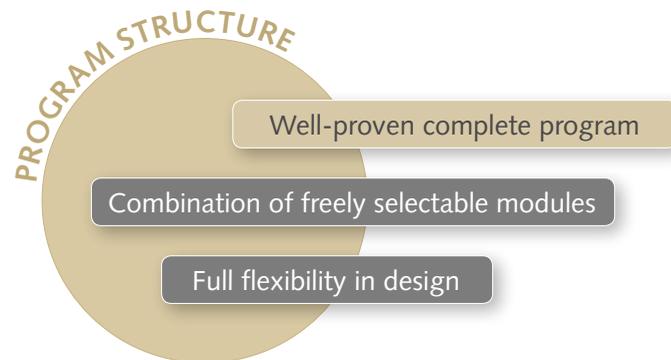
Qualification modules for your individual program configuration

A selection of freely combinable program modules

Would you like to design your leadership development to be flexible and still be able to draw on Well-proven modules? St.Gallen can provide you with the solution to this requirement. Build your individually configured program using our qualification modules, which have been proven over many years and can be combined and expanded according to objective and need.

Key modules for the qualification	Basic elements of a qualification program	Modules on Management & Strategy, Leadership Excellence, Personal Excellence.
Optional in-depth modules	Selected, supplementary modules, according to request and demand	e.g. Digital Leadership, Negotiation Skills, Managing Innovation.
Optional modules specific to target group	Modules for particular target groups	e.g. Procurement, Distribution, International Management.

To ensure that your program is integrative and holistic, it is recommended that you include key modules based on the following three perspectives: the business and its setting; co-workers such as colleagues, managers and employees; personal development. If required, these key modules can be supplemented with additional, optional ones.



Examples of fundamental qualification modules/key modules

1. Management & strategy – taking a look at the company

Managing business – strategic management
 Entrepreneurial thinking | Strategic management | The business navigation system | Developing and implementing strategy | Designing market-oriented structures | Strategic control | Vision, mission and values | The company's own strategy process

Managing finance – financial leadership of the company
 Fiscal management responsibility | Fundamentals of fiscal management | System for managing income statements | Cost management | Finance control | Balance sheet analysis | Knowing and interpreting relevant KPIs | Budget case studies and transfer to the company

2. Leadership excellence – taking a look at the people in the company setting

First leadership
 Leadership process | Leadership styles | Leading teams | Position of management within the team | Motivation | Communication and feedback | Tasks and tools for effective leadership

Executive leadership
 Management and leadership | Individual, authentic leadership personality | Values | Courage and responsibility | Energy | Perception and judgement | Leading teams | Managing change | Leading leaders | Delegation and empowerment | Situative leadership

Leading and inspiring – transformational leadership
 Leading teams to best performance | Perceiving management roles in a differentiated way | Developing coaching competence | Implementing empowerment in a goal-oriented way | Motivating and inspiring employees | Aligning employee strengths with the common good

Leading change – shaping transformation
 Basic models of change | The most important change philosophies | Individual models | Creating instability | Leading and supporting change | Communicating change processes

3. Personal excellence – taking a look at the individual self

Managerial effectiveness – leading yourself
 Goal orientation | Understanding yourself | Managing yourself | Contributing to the whole | Focusing on results | Fulfilling managerial duties | Leading staff to success | Using the manager's toolbox | Overcoming efficiency limits

Personal performance
 Developing means of expression | Speech training | Rhetoric | Improvisation | Responsiveness | Flexibility in roles | Range of expression | Presence | Power of persona | Presentation | Handling stress during difficult negotiations | Communication

Examples of optional additional modules/short modules

We recommend integrating selected additional modules within the key modules, according to the demands of the target group. Examples of these are:

Management and strategy

- innovation management – designing innovations
- lean startup – developing innovations successfully and more quickly
- new business models – identifying business models for the future

Leadership excellence

- lead digital – successful leadership in the context of digitalisation
- cultural change – company culture in times of transformation
- new leadership – management culture in new constellations
- virtual leadership – leadership beyond spatial boundaries
- leading leaders – leading managers successfully
- mindful leadership – mindfulness in management

Personal excellence

- negotiation – managing internal and external negotiations successfully
- presentation – presenting effectively, behaving authentically
- resilience – plug in, get up, win
- storytelling – persuading with stories

Examples of modules specific to target groups

In addition to the key modules, supplementary modules which are specific to target groups or fields can be added, such as:

International business

- international cooperation and communication in international teams
- Intercultural awareness and intercultural competence
- developing international organizations

Distribution and sales

- sales skills – St.Gallen's distribution and sales management
- managing sales staff successfully
- key account management

Purchasing

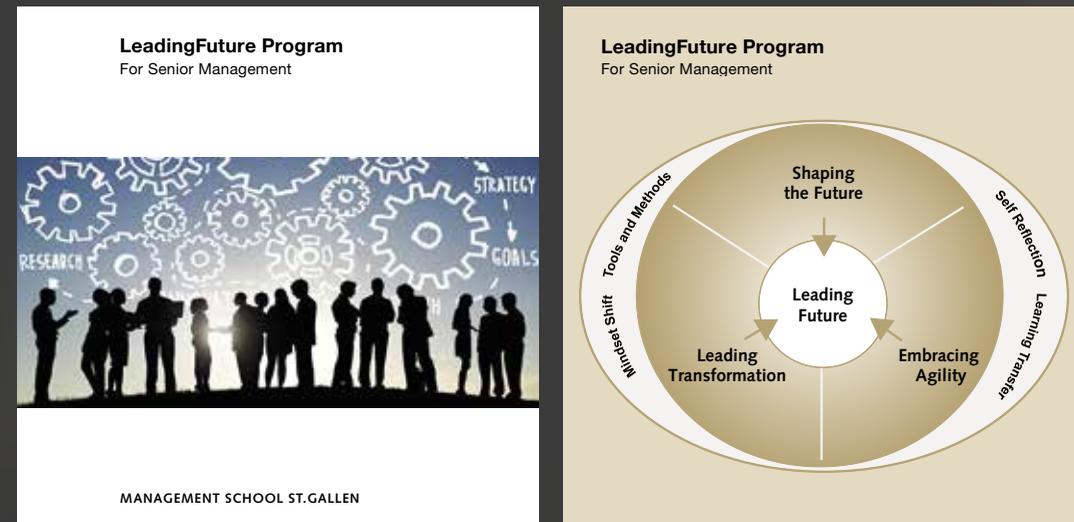
- leading purchasing negotiations successfully
- purchase management and strategy: performance lever no.1 for your company

Project management

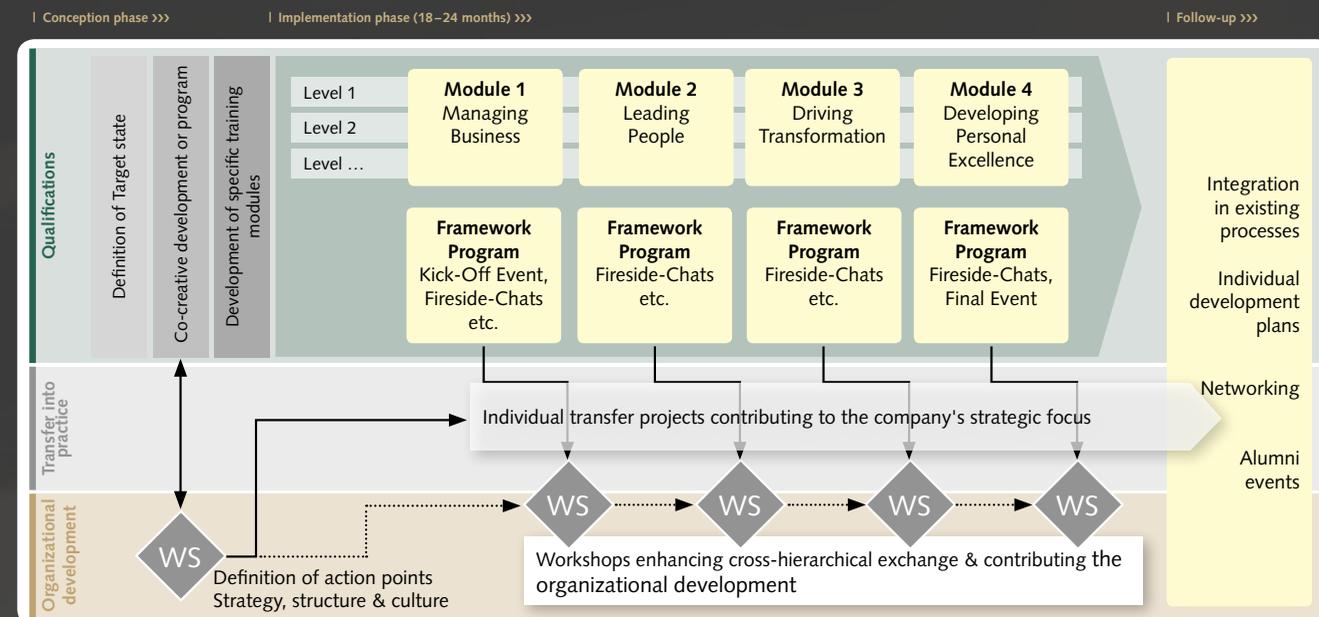
- fundamentals of project management
- leadership for project managers

Customized reference projects

Would you like to adapt all your management development programs to suit your own ideas? Below are reference examples of individually designed management development programs. Particularly noteworthy is, for instance, the fact that they fit the competence model exactly or that participants work on specific organizational themes which are linked to the growth of the organization.



Example 1: International Senior Management Program
The program comprises 3 modules: Leading Transformation, Embracing Agility and Shaping the Future. The modules are customized to fit the competence model and are adapted to the company's strategic focus.



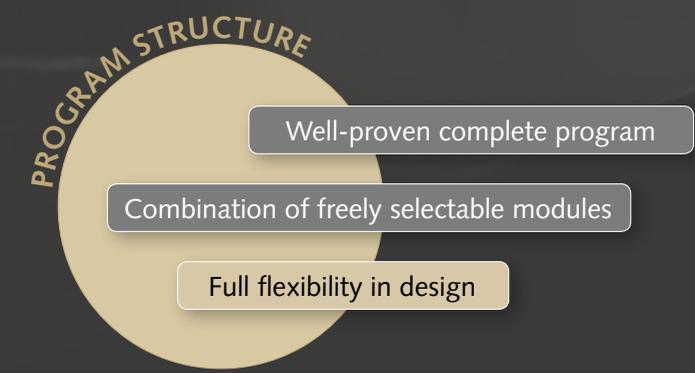
Example 2: National Management Development Program
The program was conceived so as to span several levels of management. Its distinctiveness lies, on the one hand, in its content-related links over several levels and, on the other hand, in its work on specific, strategic questions and projects during the course of the program. The results flow directly into the company's development process.



Transfer & individual learning process

- The program focusses on the individual development path of each participant, supporting them to build new skills and competencies. There is personalized program preparation as well as coaching support between the modules.
- The organizational transfer is fostered by Action Learning Projects which will be developed over the duration of the program.
- The topics described in the 5 modules will be refined in cooperation with the program stakeholders and participants in the first session. Changes may occur based on participants needs.

Example 3: Global Talent Management Program
The 5-module program takes place on various continents and is oriented towards those competencies which participants want to develop. It focuses on global networking, encouraging individual growth and action learning projects, as well as giving participants the opportunity to help create specific program content.



Shaping transfer processes & sustainability

Shaping transfer, blended learning and encouraging individual growth



SMARTER LEARNING

Digital Learning Platform
Learning Videos and Web Sessions
Online Learning Nuggets

Sustainability rather than shortsightedness

We pay special attention to the transfer of newly acquired knowledge to a newly acquired capacity to act. We foster this by designing learning processes sustainably. This is why we particularly focus on the transfer process, where knowledge gained in training sessions translates into the capacity to act and thus leads to business success.

Examples of transfer processes

- defining and initiating accompanying business projects
- forming peer groups, alumni meetings, follow-up events
- mentored transfer tasks before or after training sessions

Variety of media rather than your average fare: blended learning and combination of methods

Self-study or teamwork? Personal, printed or digital? When we develop each corporate program, we take great care to ensure a creative blend of the “what” and the “how”. Examples include:

- virtual work spaces, learning platforms and moderated web sessions
- use of learning nuggets such as topic-related podcasts, videos or inspiring publications, before and between teaching modules
- up-to-date use of qualification formats such as action learning expeditions, design thinking formats, innovation journeys, barcamps, presentations

Individual support rather than one-size-fits-all

We are all unique and therefore need differing types of support in order to reach our peak potential. For this reason, we place the emphasis on individual support during competence development by, for example:

- creating individual development goals and development plans
- involving superiors and integrating agreed objectives
- offering individual coaching sessions or participation in open programs
- using work-specific personality tests, such as the Bochum Inventory of work-specific Personality Description (BIP), InsightsDiscovery®, Myers-Briggs Type Indicator (MBTI), Clifton StrengthsFinder (CSF)
- implementing mentoring programs

Quality assurance – your return on education

St.Gallen stands for quality and therefore the ongoing quality assurance of our programs is of prime importance to us. Whether through seminar evaluations, feedback loops or integrated tools that assess acquired competencies and changes in behavior: together we will ensure the long-term success of your program.



PERSONAL COACHING
& EXECUTIVE SPARRING

Making people stronger. One-to-one.

Do you want to raise the bar when it comes to your employees' strengths? Whether mentoring managers or entire teams: our coaches are committed to pointing your business and staff in a clear direction – one which is of maximum benefit to everybody.



Topics and Formats

Personal Coaching, Top Executive Sparring, Transfer Coaching, Team Coaching



Personal Coaching & Executive Sparring

Do you want to raise the bar when it comes to your employees' strengths? Whether mentoring managers or entire teams: our coaches are committed to pointing your business and staff in a clear direction – one which is of maximum benefit to everybody.

Whether through personal coaching, executive sparring or knowledge transfer – we will determine the most suitable coach for you, based on your personality and competence profiles. You can rely on St.Gallen's system from start to finish. Our coaching and sparring services are founded on a structured and transparent methodology whereby the development targets and key topics are precisely defined. This allows you to view your progress both clearly and critically, in order to factor in problems and current challenges at an early stage in the process.

Personal Coaching

Discover the power of personalized leadership mentoring. The ability to reflect on oneself and one's management situation and change these in a targeted way is a pre-requisite for successful leadership. Management School St.Gallen's personal coaches will assist you, even and especially in times of realignment and stress.

Our coaching sessions aim to strengthen your existing competences while extending your repertoire of management tools. The entire process is shaped by practical studies of genuine situations from your own everyday experience. The content and structure of these sessions are adapted to your individual goals and requirements.

Executive Sparring

Whether tackling strategic issues, guiding projects or managing staff, as company decision-maker you are often reliant on yourself. There is a lack of critical response and limited diversity of opinion in your own business. Top executives above all others need somebody they trust in the background, who can help them to exploit fully their performance potential. As a sparring partner, Management School St.Gallen offers you very personal support in performing your demanding leadership and management tasks. We work collaboratively, respectfully and in absolute confidence.

Our internationally experienced management coaches offer a neutral, external perspective and ask challenging questions. We create a safe space with you, away from everyday business life, in which you can reflect, experiment and feel calm. We develop scenarios together, assess the impact of various different options and work on ways to resolve your individual issues, teaching you the skills to make clear, steady decisions.

Transfer Coaching after training

Enhance your learning after seminars with individual mentoring. Our coaches can help you transfer your learning successfully into practice.

St.Gallen's Coaching Process

We have a preliminary discussion in which we talk about your goals and requests and choose the most suitable coach for your requirements. The second stage involves getting to know you, virtually or face-to-face, after which you and your coach determine goals, scope, duration, strategy and procedures. During the coaching phase, you are shown selected tools and methods and are actively supervised and supported in their use. Maintaining constant dialogue with your coach enables you to check and reflect on the results, in order to ensure maximum personal and professional development.

Examples of coaching and sparring topics

- **Developing vision**
Strategic foresight, values and future planning
- **Fostering communication**
Relationship management and conflict resolution
- **Focussed leadership**
Ways to develop personal leadership strength
- **Confident presentation**
Positioning, charisma and personal aura
- **Assured decision-making**
Reflect on and optimize complex decisions by sparring
- **Achieving goals**
Determination, power and social influence
- **Behaving authentically**
Show character, win trust
- **Reflecting on actions**
Reflect on previous actions and past decision-making
- **Developing resilience**
Resilience in the face of adversity

Personal Coaching or Executive Sparring Special Offer

We offer you very personal support as a sparring partner with an experienced management coach. Book your individual coaching or executive sparring sessions. Below is an overview of our guide prices.

Personal Coaching

Price per day (8 hours) for managers
CHF 3,100 | EUR 2,700

Executive Sparring

Price per day (8 hours) for decision-makers in business
CHF 3,900 | EUR 3,400

The package price includes:

- identifying individual sparring topics, goals and requirements
- 1-day coaching/sparring
- invoiced according to number of hours. For 4 or more hours, a personal session can be booked; for 1–4 hours, coaching/sparring is virtual.

Shaping the future, one-to-one
Our Personal Coaching & Executive Sparring links personal and corporate growth.





MANAGEMENT SCHOOL ST.GALLEN ■
CORPORATE PROGRAMS

ST.GALLEN
ST

