



*"From insight
to impact"* 

Asia Executive Certificate Program
«Integrated Thinking and Acting in Asia»

Asia - Highly Interlinked with You!

**“From insight
to impact”** 

Asia is often referred to as the next big economic powerhouse. With a weak European economy, Asia has become an even higher priority for many companies to diversify from their home markets or to save costs on the supply side. From a business perspective, understanding Asia will be an asset to your future professional career. Whether you are working directly in Asia or indirectly from Europe with key customers and suppliers located in Asia, you will always have direct interactions with this booming region! Thus, a profound knowledge about Asian culture and its driving business dynamics is a key asset for every professional.

Deepen your knowledge on Asia!

When Asia comes to mind, many people often overlook the magnitude of the continent and the number of different cultures it embraces. Our Asia Executive Certificate Program emphasises the rich variety of Asia. Besides two modules in St.Gallen, two study missions will take you to China and Southeast Asia. We will not only talk about Asia - we will explore it!

Calibrate your views on Asia!

Many of us have had regular contact with Asian business partners for years. However, in this dynamic and multi-layered region, it is important to systematically learn about the rapid changes, the growing opportunities and the increasing risks presented by the rise of Asia. With this program, we will take a step back and look beyond the daily challenges by identifying the most important trends taking place in Asia.

Asia a booming economy – and the HSG in the midst of it!

The ACP is organized by the St.Gallen Institute of Management in Asia, the local institute of the University of St.Gallen in Asia. It is located in the very heart of Singapore and is St.Gallen’s knowledge hub in Southeast Asia. Having collaborated with Asian universities, NGO’s, companies and a vast network of partners and senior experts for many years, the Institute has the ability to offer Asia-related academic and cultural education for executives in a hands-on approach: Impact through insight!



Prof. Dr. Stefan Morkoetter
Academic Director ACP-HSG



Lukas Studer
Executive Director ACP-HSG

The Program in a Nutshell



The Asia Executive Certificate Program (ACP-HSG) not only prepares managers for pursuing a successful business career within Asia, but also for dealing with Asian business partners and customers from a European perspective. At the same time, the ACP-HSG provides an update in General Management topics by the renowned University of St.Gallen (HSG) embedded in an Asian context. It is a part-time program, taught in English, and comprises 17 seminar days in total.

Successful participants receive a Certificate of Advanced Studies (CAS) from the University of St.Gallen after completing classes by top lecturers from both St.Gallen and Asian faculties, understanding the “Asian way” of doing business in various countries, visiting successful companies, getting the chance to talk to entrepreneurs and executives as well as presenting a diploma paper mastering the lessons of the program. We aim to transfer the skills of managing an Asian business from Europe as well as the view from Asia, managing the interface between colleagues in European headquarters and Asian subsidiaries.

Other than the first and last modules, which will be held at the University of St.Gallen (HSG), all other modules will take place in East and Southeast Asia. An important focus will be on the Chinese business community in this region as it allows the participants to understand and act appropriately in the Chinese business culture. The introductory module held in St.Gallen will be “mirrored” in Asia in order to connect the latest management theories with the reality of doing business in Asia. As a result, participants will better understand Asian cultures, increase their capacity for reflection, and be equipped with the skills to perform more successfully in Asian markets.

Learning Objectives

Participants will increase their knowledge on management theories, broaden their skills in management practice, and develop Asian competence and intercultural understanding.

With this program, you will acquire the skills to ...

- ... manage business operations and growth in Asia.
- ... better understand the big picture of society and culture in Asia and draw conclusions for your business.
- ... set the right priorities in preparing for Asia.
- ... strategically identify the most promising opportunities to enter Asian markets.
- ... help your company use these opportunities to improve your supply chain.
- ... assess the current business model for Asia in view of the dynamic changes in the region.
- ... be sensitive to Asian customers, suppliers and other business partners.
- ... hire local employees, motivate, lead and train them to form successful teams.
- ... start and/or grow an Asian network.
- ... receive support in setting up a business in the right location.



Target Group and Participant Profile



Target group: the participant ...

- ... wants to get a hands-on update on **general management topics** from outstanding professors in an **Asian context**.
- ... works for a company with (potential) **customers and suppliers** from Asia or has links with Asia.
- ... wants to experience Asian cultures for the first time or wants to **gain deeper insights into Asia**.
- ... **intends to work or is already working in Asia** and is looking for inspiration and concrete support to be successful in his job.
- ... will either establish the company's presence in Asia from scratch or expand, review or change an **existing business model**.
- ... is interested in building up or extending a practical **network** in Asia.

Profile: we look for participants who either ...

- ... have a general management position or a senior functional role in Key Account Management, Supply Chain Management, Finance, R&D, etc..
- ... or are members of executive committees which are confronted with important business decisions in Asia.
- ... or will assume the role of general manager in an Asian subsidiary or build up a presence in Asia.

Program

Module 1: St.Gallen

3.5 days

Setting the foundation

In the first module we will concentrate on the latest developments on general management topics providing a broad functional diversity. This module will take place in St.Gallen. Professors of the University of St.Gallen (HSG) and senior industry experts will deliver an overview and updates on topics such as Strategy, Innovation Management, Marketing, Leadership, Supply Chain Management, Mergers & Acquisitions as well as Performance Management. Besides theory, case studies will illustrate the challenges of implementing those concepts in an Asian context, involving the participants through interactive group sessions.

Module 5: St.Gallen

1.5 days

Coming home: what has changed and why?

The last module will take place again in Switzerland. With the many impressions from the Asian modules and applying the lessons in the selected business case in Module 4, you will have completed the program with a deeper understanding of Asia. In this concluding module, you will consolidate this new knowledge, looking at which activities are best done in Europe, and which part of the value chain offers more opportunities in Asia. Moreover, you will study the Asian-led dimensions of globalisation: an increasing number of Asian companies are moving to Europe and opening up subsidiaries here. What are their objectives and how do they see Europe as their playground?

Module 2: One-Week Study Mission to China (Shanghai/Taiyuan)

Chinese culture and the "thrill of speed"

China opened up its economy some thirty years ago. With this recent history, it is often perceived as an emerging market just offering cheap labour. However, if we look at the broad scope of Chinese history, the last decades are merely a short parenthesis. Many of us have been in China, but only a minority has ventured beyond Beijing or Shanghai. One of the most surprising advantages of Asia is the speed of execution. It can best be understood by having a closer look at so called Tier 2 cities – often unknown in the West, but urban microcosms developing at a tremendous speed. With ACP-HSG, we will not stop in Shanghai but will also explore Taiyuan, one of these up-and-coming Tier 2 cities. You will be taken by surprise in discovering agile Chinese companies which might be your future customers, suppliers, competitors - or even employers!

Module 3: One-Week Study Mission to Southeast Asia (Singapore/Malaysia)

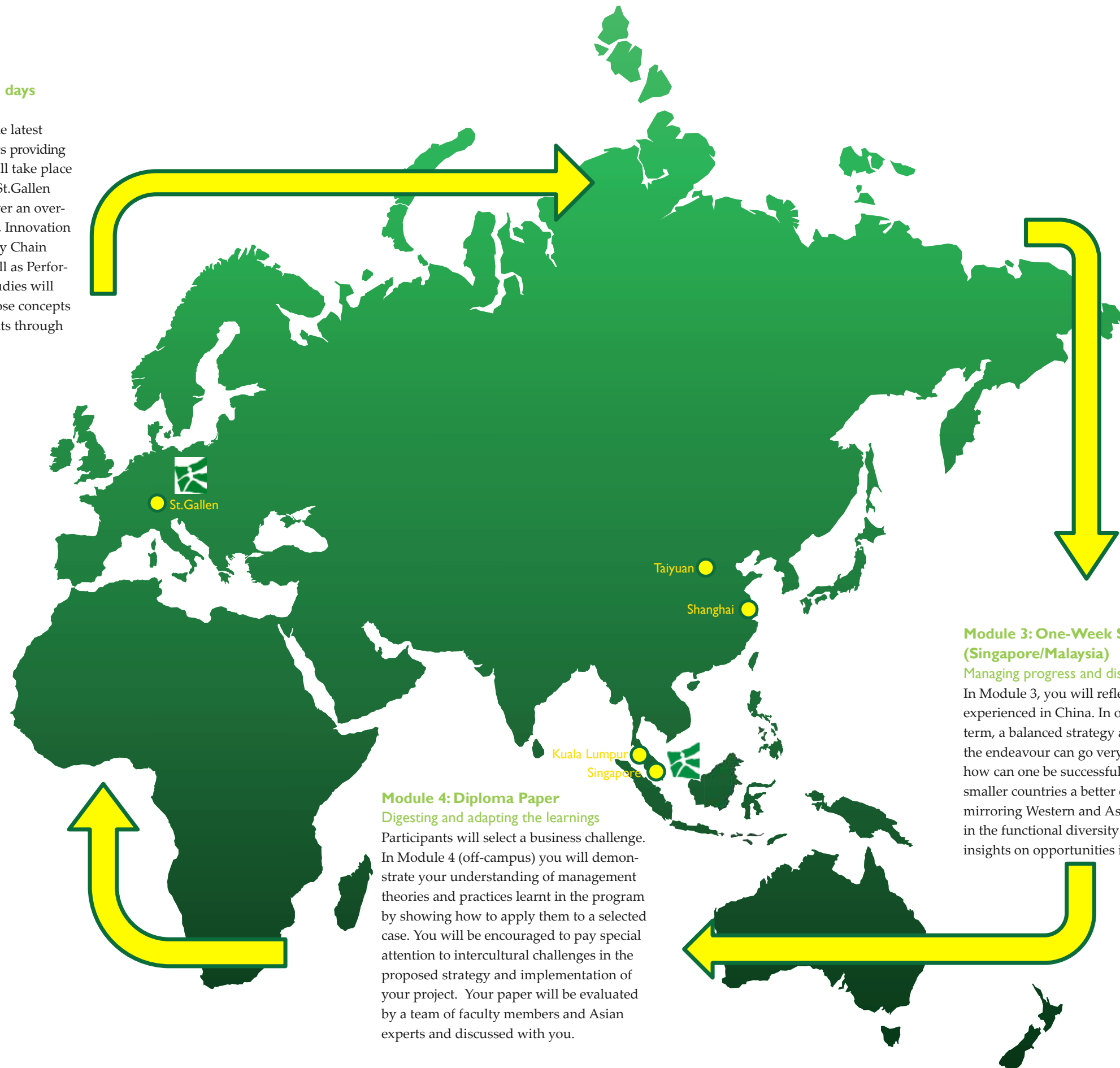
Managing progress and discovering other opportunities

In Module 3, you will reflect on the speed and dynamism you have experienced in China. In order to have the projected result in the long term, a balanced strategy and the right partners are key. Otherwise, the endeavour can go very fast, but in the wrong direction. Where and how can one be successful in Asia? Is China the right market or are smaller countries a better option? Singapore is the ideal city for mirroring Western and Asian concepts of doing business. Remaining in the functional diversity of module 1 and 2, you will deepen your insights on opportunities in Southeast Asian markets.

Module 4: Diploma Paper

Digesting and adapting the learnings

Participants will select a business challenge. In Module 4 (off-campus) you will demonstrate your understanding of management theories and practices learnt in the program by showing how to apply them to a selected case. You will be encouraged to pay special attention to intercultural challenges in the proposed strategy and implementation of your project. Your paper will be evaluated by a team of faculty members and Asian experts and discussed with you.



Methodology

Management is not an accurate science - nor is there one “right” way of behaving in a different culture. However, general principles do exist. In a systematic and integrated approach, we will provide tools, concepts and know-how to foster your skills in management practice and to develop your performance in Asian competence and intercultural understanding.

General Management Concepts

In Module 1, you will benefit from the broad and deep knowledge base of the University of St.Gallen. You will get an update on selected theories through thought-provoking lectures on topics such as Leadership, Strategy, Marketing, Innovation Management, Supply Chain Management, and Performance Management as well as cross-cultural M&A. These lectures will provide you with the latest thinking in these fields from a Western point of view against the backdrop of the developments in Asia. The lectures will be completed by real-life case studies, classroom discussions and group work.

Touch & Feel Asia

In Module 2 and 3, you will “touch and feel” Asia and its culture, society, business community and infrastructure. Some lectures and group projects will be held by related faculties in both China and Singapore. These modules are very hands-on and interactive, and will demonstrate examples on how to act wisely in typical Asian business dilemmas. You will visit selected companies, crystallising with each visit a topic previously covered in the theoretical modules.

These sessions will provide you with the chance to challenge, in classroom and panel discussions, successful business leaders with the difficulties of executing Western theories in Asian contexts. With this approach, you can maximise knowledge transfer by bringing in your own challenges and opening up new perspectives. In addition, you will have opportunities to get in contact with government and non-government agencies, network with successful entrepreneurs and executives and get insights into the local culture and society by experts. One of the outstanding characteristics of doing business in Asia is its speed, so various elements in Module 2 and 3 show how participants can apply similar strategies for the benefit of your own companies. As a speciality, we will not just visit the well-known cities Shanghai and Singapore, but also have a closer look into a Tier 2-city in China - Taiyuan - which has a few million inhabitants, but is unknown to most people outside China. The variety of these cases provides an illustration of the adventures of doing business in Asia!



Mirror the Topics

The sessions held in St.Gallen and in Asia are intertwined. Subjects such as performance management will be presented in Module 1. You will get an introduction into key theoretical concepts and will see how European headquarters deal with their Asian subsidiaries. In Module 3, you will observe this from an Asian perspective and see how the subsidiary copes with this. As such, your instructors will mirror various themes from Western as well as from Asian perspectives to demonstrate how intercultural challenges take shape. Secondly, your lecturers will illustrate these themes from theoretical as well as from practical angles to show successful ways of implementation and execution.

Asian Competence in General Management as a Result

Successful participants will be awarded a Certificate of Advanced Studies (CAS). A condition for receiving this Certificate is active participation in all modules. You will be asked to formulate and present your own learning objectives as part of the preparation phase. During the various modules, instructors will coach you individually and monitor the progress you make in the learning curve. In addition, a core requirement of the program is the writing of a diploma paper, in which you demonstrate your understanding of the various sessions by applying them in a case study. This case study will be framed by the faculty and the participant and is usually formulated around a real-life business challenge from the participant’s company.

Faculty (Selection)



Marco Gadola

Marco Gadola is CEO of Straumann Group and has a strong executive track record in a broad range of global businesses. In his previous assignment, he worked for Panalpina, a world leader in supply chain management. Having started as Panalpina's Chief Financial Officer, he became Regional CEO Asia Pacific, with overall responsibility for the regional business.



Kurt Haerri

Kurt Haerri is member of the Board of Directors of the Swiss-Chinese Chamber of Commerce and has been its president from 2006 - 2013. He is Senior Vice President and Head of Global Business Processes at Schindler, serves in the Board of Komax Holding and is in charge of the Asia Module of the Executive MBA SCM at ETH Zürich.



Prof. Dr. Zheng Han

Zheng Han is Goetz Partners Chair Professor of Innovation and Entrepreneurship at Tongji University and visiting professor at HSG. Zheng Han served as Chief Representative of a Fortune Global 500 company in China for 7 years. His research focus is on strategy and innovation management of MNCs in China.



Prof. Dr. Martin Hilb

Martin Hilb is Chairman of the Board Foundation and its International Center for Corporate Governance, President of the Supervisory Board of the Institute for Business Ethics and the Research Institute for International Management of the University of St.Gallen and Member of the Board of the European Institute for Advanced Studies in Management in Brussels.



Prof. Dr. Joerg S. Hofstetter

Joerg Hofstetter is Vice Director of the Chair of Logistics Management at the University of St.Gallen and President of the International Forum for Sustainable Value Chains (ISVC). His focus is on the management of multinational multi-tier supply chains and corporate responsibility for supply chains. Previously, he worked for ITT Industries in the USA and Lufthansa Cargo in Singapore.



Jill Lee

Jill Lee is Group Senior Vice President at ABB and serves since 2011 as a member of the Sulzer Board of Directors. She has lived and worked in Singapore, China, Germany and Switzerland and has broad finance and business experience in different companies and industries. Jill brings with her rich experience in supporting business growth, M&A, enterprise re-organization and process optimization.



Li Li

Li Li has worked as management consultant for multi-national companies since 1996. Her management research in HPTs (High Performance Team) and COPs (Community of Practices) provides a solid foundation for designing and delivering customized programs to improve team performance and organizational effectiveness. Ms. Li holds a MSC in Human Resources Management and a BA in Education.



Alexander C. Melchers

Alexander Melchers is Managing Director of C Melchers GmbH & Co Singapore Branch since 1997. He graduated from HSG and joined Procter + Gamble for three years in marketing. C Melchers is a highly diversified company engaged in distribution and marketing services and development. He is also the Vice President of Singapore's National Employer Federation and is a member of the National Wages Council.



Prof. Dr. Stefan Morkoetter

Stefan Morkoetter is Head of the St.Gallen Institute of Management in Asia. He earned his PhD in Finance at the HSG with his studies also leading him to the University of Oxford. His research interests are in the area of financial intermediation including a strong focus on Asia. Stefan was a Visiting Professor at Shanxi University in China and is a Visiting Professor at the Singapore Management University.



Prof. Dr. Günter Müller-Stewens

Günter Müller-Stewens is Professor of Management and Organization and Director of the Institute of Management at the University of St.Gallen. His main research interest is the field of Strategic Management. Additionally, he is a member of the advisory board of several firms, consultant to and trainer at international companies and invited speaker at many conferences.



Prof. Arcot Desai Narasimhalu, PhD

Arcot Desai Narasimhalu is Director of the Institute of Innovation and Entrepreneurship and a Professor of Information Systems Practice at the Singapore Management University. He has over 40 years of innovation development, management and commercialization experience and 15 years of experience in helping teams build start-ups.



Thomas Oetterli

Thomas Oetterli is a member of the Schindler Group Executive Committee, responsible for China. He graduated in Business Administration and joined Schindler at headquarters in 1994. Subsequently, he held CFO, COO and CEO positions for Schindler companies in Germany and Switzerland. In 2010, he became a member of the Group Executive Committee, first responsible for «Europe North», then for China.



Prof. Dr. Marcus Schögel

Marcus Schögel is Director of the Institute of Marketing and Academic Director of the master program in Customer Value at the University of St.Gallen. He teaches courses in Strategic Marketing, Channel Management, Interactive Marketing, Brand Management and International Marketing on the master level.



Prof. Dr. Hellmut Schütte

Hellmut Schütte is Emeritus Professor of International Management at INSEAD and was until 2015 the Dean and Distinguished Professor of Management at CEIBS. He teaches and does research in the area of international business and international marketing with a special focus on Asia and Emerging Markets. Up to the fall of 2006, he was the Dean of INSEAD's fast growing Asia Campus in Singapore.



Lukas Studer

Lukas Studer is Executive Director at the St.Gallen Institute of Management in Asia (SGI-HSG). Previously, he held various CEO and General Management positions where he built up practical know-how, especially in the field of organizational development in emerging Asian countries. He has lived in Asia several times for a total of eight years.



Dr. Christoph H. Wecht

Christoph H. Wecht is Managing Partner of the BGW Management Advisory Group in St.Gallen, a strategy consulting company focusing on innovation management. In addition, he is head of the Competence Centre for Open Innovation at the ITEM-HSG, as well as lecturer at the University of St. Gallen. Prior to the foundation of the BGW, he worked in the automotive industry in Austria, Germany and the US.



Mag. Franz Wirnsperger

Franz Wirnsperger is initiator and Managing Director of the Hilti Lab for Integrated Performance Management at the University of St.Gallen. He has 24 years of industrial management experience, including 10 years as CFO of the Hilti Group. The Lab develops innovation in the field of performance management by combining practical experience with scientific insights.



Prof. Toru Yoshikawa, PhD

Toru Yoshikawa is Associate Professor of Strategic Management at Lee Kong Chian School of Business, Singapore Management University. His main research interests include strategic implications of corporate governance, corporate governance reforms and institutional change as well as comparative corporate governance.

Subject to change

Your Benefits



Brush Up on General Management Topics

You will get a brush-up on inspiring general management subjects and learn from reputable professors about the latest developments within the most important disciplines of General Management.

Take a Step Back

Many companies have been active in Asia for some years; their executives regularly spend time there and have a certain understanding of the region. However, Asia is a very dynamic region. Everything tends to happen faster than in Europe. This program will calibrate and update your skills in a systematic way, looking beyond the daily business and your immediate market. Stepping back and considering the “bigger picture” of the changes in Asia, it will help you to evaluate whether your way of operating in Asia is still adequate and can ensure success.

Prepare for Cultural Challenges

This program is ideal for senior managers with links to Asian business partners or for people who are taking over or are currently holding a management position in Asia.

Receive Accreditation

You will be awarded a Certificate of Advanced Studies (CAS) from the University of St.Gallen. We will ensure a homogenous group of participants with regard to their level of seniority in order to get the most out of the program. On the other side, with participants from various industries, you get insights, experiences and expertise that is very different from your own.

Join the Alumni Networks

You will build up a two-fold network. On one hand, you will gain important and useful contacts in Asia relevant for your business. On the other hand, you will be able to stay in contact with your course-mates as most have their roots in the German-speaking part of Europe.

Campus Information St.Gallen and Singapore

Singapore: The Heart of ASEAN Countries

Singapore, widely acknowledged for its enormous success in building a prosperous nation during the last 40 years, forms the heart of ASEAN (Association of Southeast Asian Nations). Many Western and Asian companies and institutions have their regional and global headquarters in Singapore. Singapore has developed its comparative strengths in the fields of banking, health care, education, research and tourism and strives for world-class quality and innovation. It boasts an open, multi-ethnic culture, comprising both the Anglo-Saxon business world and the dynamic region of Asia.



St.Gallen Institute of Management in Asia

The University of St.Gallen has a long record of activities and connections in Singapore and concentrates its Asia-related academic activities at its own local subsidiary – the St.Gallen Institute of Management in Asia (SGI-HSG). The SGI conducts research, offers teaching and provides services in Singapore. In addition, the SGI closely collaborates with local universities and allows students from St.Gallen to spend part of their academic career in Singapore. Further information regarding the SGI's recent activities can be found at www.singapore.unisg.ch.



Executive Campus HSG

High above St.Gallen in spacious rooms, flooded with light, executive education becomes a truly special experience.

The Executive Campus HSG is a venue for executive education courses, seminars, conventions, but also for producing innovations, strategies, being creative and meeting up with others.

We can offer everything you would expect - and more - of a modern executive education centre: The HSG Alumni House is a high-quality building for course attendees to stay in.



Facts and Figures

Dates and Locations

Module 1: University of St.Gallen	08. - 11.6.2016	3.5 days
Module 2: Shanghai and Taiyuan (China)	05. - 10.9.2016	6 days
Module 3: Malaysia and Singapore	17. - 22.10.2016	6 days
Module 4: Independent Studies	Oct. / Nov. 2016	-
Module 5: University of St.Gallen	25. - 26.11.2016	1.5 days

Language

The program will be taught in English.

Application Process

The order of registration and the description of the group of participants are the base for deciding on admission. In general, the requirements for participation are clarified in a personal or telephone conversation.

Registration

Please use the form provided in this brochure. An electronic form is available under <http://www.singapore.unisg.ch/en/education/asia+executive>. After your registration has been approved, you will receive a written confirmation. One month before the start of the program, you will receive an invoice with a term of 30 days. Alternatively, a payment in two instalments is possible. Please check with the program management.

Deadline for Enrolment

May 6th 2016
There is a limited number of participants. In the case of an insufficient number of participants, we reserve the right to cancel the course. In this case, the fees will be refunded.

Cancellation Policy

For cancellations later than 6 weeks before the start of the program, a fee of CHF 5'000.- is charged. For withdrawals less than 3 weeks before the start of the program, there is no compensation. A substitute participant which must be approved by the program management can be provided.

Certificate

Asia Executive Certificate of Advanced Studies (ACP-HSG)

ECTS Credits

10

Tuition Fee

CHF 17'888.- (including seminar documentation)

Discounts

HSG/ES-Alumni receive a 10% discount.
Participants of the same company receive a 10% discount.
For early bookings till January 31st 2016, a discount of 5% is granted.

Travel Costs

Travel costs such as airfare, visa, insurance, etc. are not included in the fee. Tickets (except for trips within China) must be booked by the participant. Shuttle Bus transport (e.g. to and from companies) are included.

Hotel

Costs for accommodation are not included. Hotels (except for Taiyuan) must be booked by the participant. Support can be provided in the selection of hotels.

Meals

Refreshments and lunches are included.

Contact

Please contact us for further information.



On the content of the program:

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