

# Strategy in practice

## Sessions

### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see:

[www.sgbs.com/e31](http://www.sgbs.com/e31)

### Location

Some seminars take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e31](http://www.sgbs.com/e31)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Overview

Those who make key strategic decisions in the face of digital challenges and change determine success or failure in the future. It is precisely these decisions that determine the well-being of the company and its benefits for customers, employees and investors.

Top speakers with many years of practical experience and a profound scientific basis present strategy concepts. They show how forward-looking strategies are developed and implemented.

## Concept

Strategic decisions set the course for the future. This requires the full commitment of decision-makers, managers, knowledge holders and key employees in the implementation process. The preparatory development of analyses, business models and plans can be delegated to lower management levels. However, the final assessment of the initial situation, the recognition of the need for action and the central decisions on the future of the company, its business areas, subsidiaries or business units cannot. The managers responsible for this must therefore assume their "guard rail responsibility" and initiate a thought and discussion process about the most promising strategies that take into account the unpredictability of the markets.

When assessing the initial situation and the relevant need for action, it is almost necessary to avoid classic "traps":

- Opportunities arising from new customer needs, technologies and market constellations must not be missed due to hesitant behavior.
- Threats should not be negated according to the slogan "if I don't see any problems, I don't have any".

- If the need for change is then recognized and accepted, the time required must not be underestimated. There is often little time!

Successful managers are aware of these pitfalls. They face up to these challenges. Because they know that only clear normative guidelines and strategic decisions create the freedom that not only allows, but actually challenges dynamics, self-organization and entrepreneurial results at downstream levels.

This includes vision, mission, implementable strategies, innovation, defense and expansion of market positions, entry into new markets, start-ups, investments, finances, structures, HRM and M&A.

## Participants

1. Members of the management and the board of directors.
2. Entrepreneurs or company successors.
3. Managing directors, division and profit center managers.
4. Line and staff managers and project managers who are significantly involved in strategy projects and change processes.

# Enrollment Form

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

**Phone** +41 71 225 40 80

**Internet** [www.sgbs.com](http://www.sgbs.com)

**e-mail** [seminars@sgbs.com](mailto:seminars@sgbs.com)

\_\_\_\_\_  
Seminar-Name

\_\_\_\_\_  
Seminar-Number, Seminar-Date

\_\_\_\_\_  
First Name, Family Name

\_\_\_\_\_  
Company

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Address

\_\_\_\_\_  
Country, ZIP-Code, City

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Business type, number of employees

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Telephone

\_\_\_\_\_  
e-mail

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Job title

\_\_\_\_\_  
Date of Birth

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Date

\_\_\_\_\_  
Signature

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**Enrollment**

## Terms & Conditions for Seminars and Programs

### Registration

We are happy to accept your registration or application for a management seminar or program by email, post or internet.

After receiving your registration, we will send you:

- confirmation of your registration with invoice
- information on the schedule, hotel/conference center and arrival
- the room reservation form for your hotel booking

If the seminar is already fully booked, you will be informed immediately.

### Information about the seminar hotels

Further information about our seminar centres and hotels can be found on the Internet [www.sgbs.com/hotel](http://www.sgbs.com/hotel)

### Course fee, Hotel costs, Topics

The course fee (plus VAT, depending in which country the seminar takes place) includes includes tuition and all course material. Participants will download the seminar materials electronically from our download center shortly before the seminar. We will send you an email with a link to download them. The course fee does not include any hotel services such as overnight accommodation, breakfast, meals and the daily flat rate for the hotel or conference center. Participants must pay these directly to the hotel. The daily delegate rate of the conference centers in London, Boston and Shanghai is billed directly by the St. Gallen Business School and forwarded to the conference center.

Participants are of course free to stay overnight outside the seminar hotel. In this case, you pay only the daily flat rate charged by the hotel/conference center directly to the hotel or conference center.

The course fee is charged after registration and must be transferred no later than 6 weeks before the start of the seminar. We reserve the right to make minor changes to topics, the sequence of topics and speakers.

We as organizers have the right to move a seminar to our study center in St. Gallen for valid reasons without this justifying cancellation of registration.

### Cooperation, Questionnaire

Some of our seminars are held in cooperation with other renowned institutions. The respective event partner records customer satisfaction at the end of the seminar and forwards the evaluation to the cooperation partner.

### Certificate

You will receive a course certificate upon completion of the course, or in the case of a multi-part program, during the last part of the program.

### Change of Booking, Postponement

If you rebook a booked seminar or part of a seminar up to 3 months before the start, we charge a re-booking fee of CHF 400 plus VAT. If you rebook between 6 weeks and 3 months before the start of the seminar, 20% of the fees for the rebooked event must be paid. If you rebook less than 6 weeks before the start, 40% of the fee is due. If you re-

book less than 2 weeks before the start of the seminar, 80% of the fee is due. If you do not show up, the fee will be forfeited without compensation. Seminars and parts of seminars not attended will be forfeited.

When rebooking, there may be program changes/ adjustments and overlaps. This does not entitle you to a partial refund of the seminar fee.

### Cancellation, Withdrawal

ECancellation of registration (withdrawal or cancellation) is possible free of charge up to 3 months before the start of the seminar. If you cancel between 3 months and 6 weeks before the start of the seminar, 40% of the seminar fee plus VAT will be charged.

Alternatively, a replacement participant can be provided up to 14 days before the start of the seminar against payment of the rebooking fee of CHF 700.- plus VAT, in accordance with the target group description.

The full seminar fee will be charged if the cancellation is made less than 30 working days before the start of the seminar.

Individual seminars can be cancelled by the organizer at short notice due to force majeure or due to a lack of participants up to 10 working days before the start of the seminar at the latest, without any claim for damages being made.

### Postponement in case of danger, pandemic

We treat rebookings made due to a pandemic or an acute danger situation (terror, war) with great

goodwill: We waive the usual rebooking fees. Due to the extended rebooking option, the above-mentioned "free cancellation up to 3 months before the start of the seminar" does not apply. The seminar fee, if not already paid, remains due with the value date stated in the invoice.

Dangerous situations include events such as an epidemic, a pandemic, disasters, serious political or social upheavals that pose a danger to the participants that should reasonably be avoided by postponing the event. A postponement for such reasons by St. Gallen Business School does not entitle the participant to cancel the booked seminar or program.

### Insurance, Liability, Price Changes

We recommend that you take out seminar cancellation insurance with your insurance company to cover cancellation costs due to illness and other events.

Any other damage that could be directly or indirectly related to the seminar attendance, whether from accident, illness, liability, theft, cancellation of the seminar by the organizer or damage resulting from the application of the management knowledge imparted by the participants or the company commissioned by us, must also be insured or covered. We exclude any liability.

Swiss law applies **and the place of jurisdiction is St. Gallen.**

With the publication of a new brochure, all previous information regarding content, speakers and prices become invalid.