

St.Gallen Owner/President/CEO Program

Entrepreneur Seminar

Sessions

Dates

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

www.sgbs.com/ekmu11

Location

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

Course fee, Duration

CHF 16'900.- excl. VAT, 4 + 4 + 4 + 4 days
Invoicing in Euro is possible, at the current daily rate.

Registration

Internet: www.sgbs.com/ekmu11

E-Mail: seminars@sgbs.com

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see www.sgbs.com/terms

Participants

1. Entrepreneurs from companies with 50 to approx. 500 employees.
2. Partners or shareholders who exert an influence on the management of the company.
3. Owners who direct and control from above.
4. Highly ranked senior managers from SMEs and mid-sized companies.

Structure

Part 1: Strategic management. With the right strategy into the future. 4 days.

Part 2: The high-performance organization. More dynamism, more performance, more implementation power. 4 days.

Part 3: Excellence in the leadership of an SME and mid-sized company. 4 days.

Part 4: Best possible financial results thanks to financial leadership and financial management. 4 days.

Concept

Committed entrepreneurs are the pillars of our economy and society. Thanks to their courage and foresight, they generate prosperity for everyone. They are responsible for the sustainable success of the company and thus for satisfied customers and committed, motivated employees. At the same time as their management function, however, they are also owners: a large part of their assets are invested in the company. This means that they also bear responsibility for long-term value growth, profit distributions and family wealth.

This management program for entrepreneurs and business owners focuses on the successful management of a company from the owner's perspective. A quote from Günther Pipp, founder of the St. Gallen Group of Business Schools and President of the Board of Directors of St. Gallen Business School:

"Small, customer-oriented and lean companies are the really big ones: Well-managed SMEs and mid-sized companies have the potential to be far superior to corporations and large companies in many respects. However, being small and flexible is not enough to achieve sustainable success. Small companies can make mistakes that can quickly lead to them leaving the market. What's more, there are businesses that are ideal for SMEs and mid-sized companies. But there are also businesses for which you have to be big and keep getting bigger."

Topics

Part 1: Strategic Management

The strategy points the way to the future: "What should the company be in a few years' time and beyond?" It must therefore be clarified,

- which of the conceivable strategic options is the best and right one for the company and owner.
- How to manage and decide from the perspective of strategic management so that this desired future can actually be achieved.

The search for the best possible strategy depends heavily on the dynamics of change to which the company is exposed. When new technologies, digitalization, disruption, new business models, new supply chains and processes, new communication and sales channels force a successful business to adapt, action must be taken.

However, a successful business operating in stable, sustainably growing and profitable markets does not have to embark on innovation adventures with an uncertain outcome.

Part 1 of the program shows how active strategic management can be used to steer the company towards a successful future.

Part 2: Managing the company successfully

Managers receive high bonuses and benefits when the company is doing well. If things go badly or something goes wrong, many leave the company. They often say that they take responsibility, but this is usually just lip service. The real damage for mismanagement and poor management is borne by the owners, shareholders and partners and, unfortunately, often also by the employees.

Entrepreneurs are in a completely different position. They are closely associated with their company; they feel responsible for their employees; they are liable with a large part of their assets. They cannot simply jump ship if the company gets into difficulties. They are on the front line in good times and bad, fully committed to the good of the company.

It goes without saying that this completely different starting position must also lead to different management. Part 2 of the program shows which principles are important for the sustainably successful management of the company by the owners or shareholders: How do you design a high-performance organization?

Part 3: Leadership and management in SMEs and mid-sized companies

The framework conditions for leadership and management in SMEs are different:

- Unlike managers, entrepreneurs are safe in their position (at least as long as they do not become dependent on banks and financiers).
- They usually exercise their function for many years, even over 1 or 2 generations. Unlike salaried CEOs, whose lifespan in companies is usually limited to a few years.
- Entrepreneurs do not need extremely high salaries or bonuses, as they benefit from the company's performance and also from dividends. This allows them to show modesty and act as a role model.
- There is no need for short-term profit orientation; there is no stock market logic that demands this with vehemence. This reduces an exaggerated, finance-driven hectic pace, saves unnecessary controlling and monitoring mechanisms and helps to make investments that do not pay off immediately with a strategic perspective.
- However, this could also result in disadvantages: Too few ambitious goals; too little pressure on excellence and market leadership. Too much comfort zone.

- Are companies with 50 to 500 employees easier to manage than those with 10,000 to 100,000 employees? Mostly yes. The contact between managers and executives is much more intensive; it is possible to communicate vision, mission and values, but also the joy of achieving results together; errors in the processes are discovered more quickly, flexibility, speed and transparency are much easier to achieve.
- However, there are also serious disadvantages in the area of leadership: important functions are only occupied by one person; no deputization; direct leadership bypassing the lines through the entrepreneurs and much more.

In Part 3, we show how leadership and management work in SMEs and mid-sized companies and what you as an entrepreneur need to pay particular attention to in order to exploit the natural advantages of relative smallness, especially in the area of leadership, and to achieve high performance with high job satisfaction.

Part 4: Excellent financial results

Only those with above-average returns can also invest above average in the future. Well-managed small and medium-sized companies have the potential to achieve well above-average profit margins: But they have to want it, plan for it and realize it. Last but not least, SMEs also need a value orientation: the value of the company should be sustainably increased.

Good financial management requires an understanding of key figures; the ability to interpret a balance sheet correctly; a feel for dangers and financial pitfalls that need to be avoided: For example, illiquidity, which often goes hand in hand with rapid growth; a lack of cost flexibility because too many fixed costs are built up; major financial risks that lead to a loss of independence or the ability to survive.

Good financial management makes both possible: to develop the company into a pearl of profitability and value and at the same time to keep it financially afloat even in difficult times.

Part 4 shows how good financial management and good financial leadership are practiced by SMEs and mid-sized companies.

Enrollment Form

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Internet www.sgbs.com

e-mail seminars@sgbs.com

Seminar-Name

Seminar-Number, Seminar-Date

First Name, Family Name

Company

Address

Country, ZIP-Code, City

Business type, number of employees

Telephone

e-mail

Job title

Date of Birth

Date

Signature

JPE 25

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

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.