



University of St.Gallen

Institute of Technology Management



Institute of Technology Management, University of St. Gallen

Annual report 2021



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1 / Highlights of 2021

Working under the ‘New Normal’ has been challenging for all of us but also rewarding and successful. As in many organizations our team members enjoyed the flexibility of focusing on their research projects. At the same time, we worked especially hard on keeping our team spirit high and fostering our institute’s purpose.

The shared values of our institute are guiding principles for all our research, transfer, and teaching activities:

- *Create and secure jobs*
- *Promote personal responsibility in thought and action*
- *Aspire to harmony with nature*

Research

Our research is driven by our labs and the highly engaged researchers. All our labs have been supported by our partners and enabled us to live our university’s mission ‘From Insight to Impact.’ We conducted large cooperation projects with Bosch, BMW, CSS, Siemens, Pfizer, BBraun, PMI, Nestlé, Unilever, NIH of U.S.A., and NRF of Singapore. Again the U.S. FDA awarded us a research project on quality risk in pharma production with Columbia University as partner. We successfully launched the 5-year project ‘Future Health Technologies’ funded by ETH Zurich and Singapore’s National Research Foundation. The 4th HSG Spin-off Barometer showed the growing impact of over 150 Spin-offs during the Corona crisis.

Research output regarding publications has been exceptional: Papers were accepted in leading journals like California Management Review, Entrepreneurship Theory and Practice, Drug Discovery Today, Long Range Planning, MISQ E, Technological Forecasting and Social Change, Journal of Business & Industrial Marketing, Information Systems

Review, Journal of Medical Internet Research, ACM CHI Conference on Human Factors in Computing Systems., to name the most prominent ones. PhD students, like every year, successfully completed their studies and their work at our Institute; one was awarded the Stöbich Entrepreneurship Doctoral Award 2021.

Our research was brought to a wider audience with several books in several languages, the ‘Business Model Navigator’ was nominated for the ‘International Business Book Award 2021’ in the U.K. ‘Entrepreneurial Finance’ won the ‘Most Promising Textbook Award’ from Cambridge University Press. Practical tool sets (e.g., EaaS Navigator) and ongoing social media activities furthered our outreach additionally.

Teaching

Teaching took place both in hybrid formats and in person again – much appreciated by students and faculty alike. We launched a new CAS program ‘Entrepreneurial Excellence’ and successfully developed entrepreneurial talents of our HSG. The new Profile Area Entrepreneurship started in the Bachelor Program.

Several lectures, like the Bachelor lecture ‘Operations Management’ (digital flagship lecture) or the master lecture ‘Business Innovation I’ (35 student teams on real company challenges) could only be conducted because of the large financial and personal support from our institute.

People

We are very proud that the institute won – for the 4th time in a row – the HSG Impact Award 2021 (Prof. Grichnik). Prof. Felix Wortmann, scientific director of the Bosch Lab, has been appointed as adjunct professor and senior permanent lecturer (PD). Prof. Dr. Maximilian Palmié successfully

defended his habilitation and has been appointed as senior permanent lecturer (PD) and adjunct professor.

Finally, Prof. Tobias Kowatsch who runs the Center for Digital Health Interventions received an offer for a full professorship for Digital Health Interventions at the University of Zurich. Prof. Ramon Casadesus-Masanell, full professor for strategy at Harvard Business School, joined our institute for one year for research activities in business model innovation.

Thanks

We are grateful to have the privilege of researching and lecturing, especially in these difficult times. We thank our teams for their extraordinary commitment and enthusiasm for driving our topics. With head, hands, and heart we strive to make a difference.

The Management Team, 31 December 2021



Prof. Dr. Oliver Gassmann
(Chairman)

Prof. Dr. Dietmar Grichnik

Prof. Dr. Thomas Friedli

Prof. Dr. Elgar Fleisch

Overview

Directors

Prof. Dr. Elgar Fleisch	Prof. Dr. Thomas Friedli	Chairman Prof. Dr. Oliver Gassmann	Prof. Dr. Dietmar Grichnik
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Shared Services

Human Resources Sonja Baumgartner	Accounting Jörg Klaus
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Divisions (Chairs)

Operations Management Prof. Dr. Elgar Fleisch	Production Management Prof. Dr. Thomas Friedli	Innovation Management Prof. Dr. Oliver Gassmann	Entrepreneurship Prof. Dr. Dietmar Grichnik
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Competence Centers

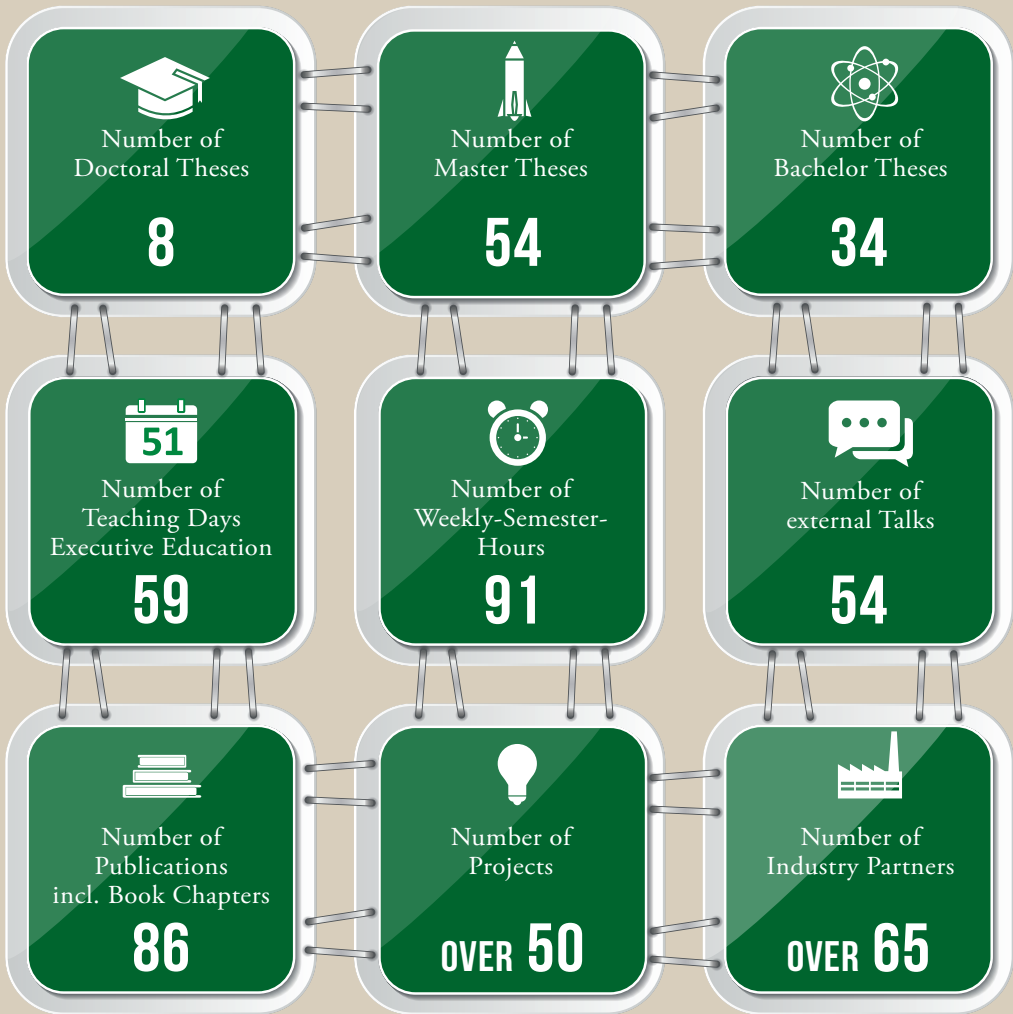
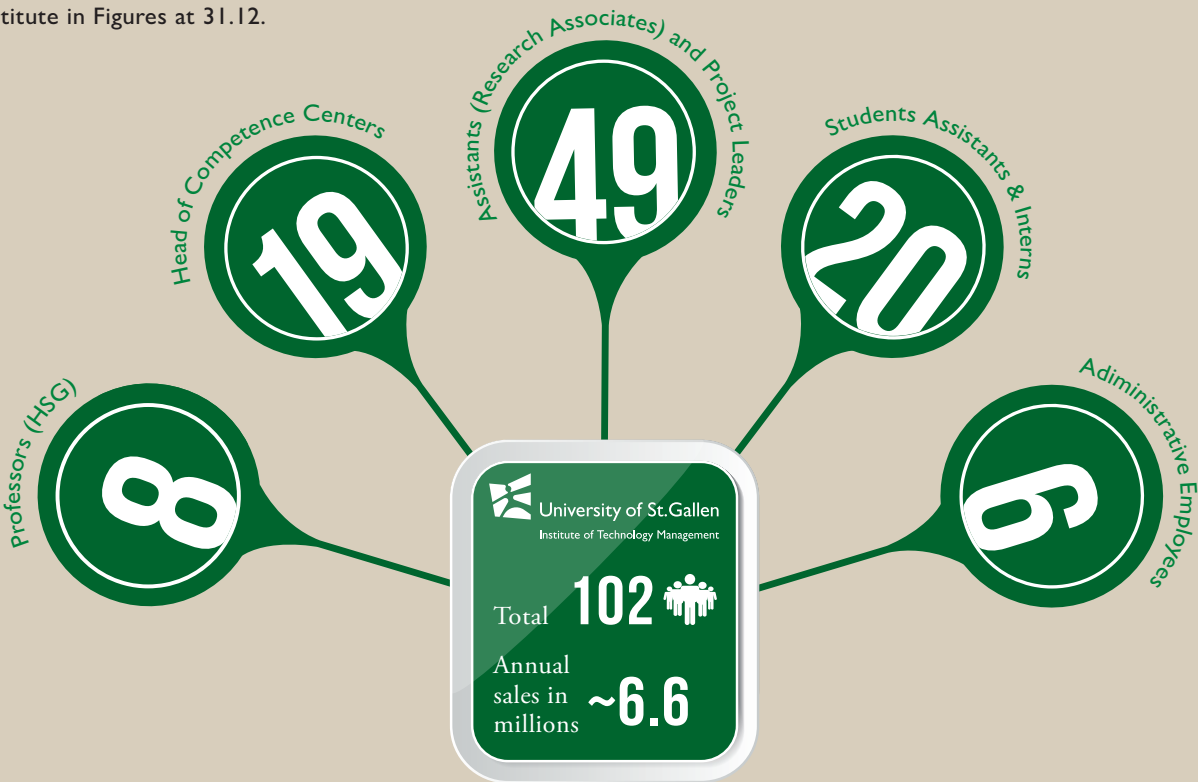
Bits-to-Energy Lab Prof. Dr. V. Tiefenbeck Prof. Dr. T. Staake	Deputy Division Head Dr. L. Budde	Energy Innovation Lab PD Dr. M. Palmié	Decision Making Research Lab R. Schreiber
Center for Digital Health Interventions Asst.-Prof. Dr. T. Kowatsch Prof. Dr. F. Wortmann Dr. F. Barata	Head of Global Projects M. Ritz	Emerging Technologies Lab Asst.-Prof. Dr. N. Häfner	Startup@HSG Lab D. Probst
	Global Production J. Kaiser	Bosch IoT Lab Prof. Dr. F. Wortmann	Startup Navigator Lab Asst.-Prof. Dr. M. Hess
	OPEX Pharma M. Grothkopp		FoodTech Lab M.L. Fuchs R. Schreiber
	Smart Manufacturing & Services C. Tienken	Global Center for Entrepreneurship & Innovation Prof. Dr. Ch. Sirén, Prof. Dr. J. Wincent, Prof. Dr. V. Souitaris	

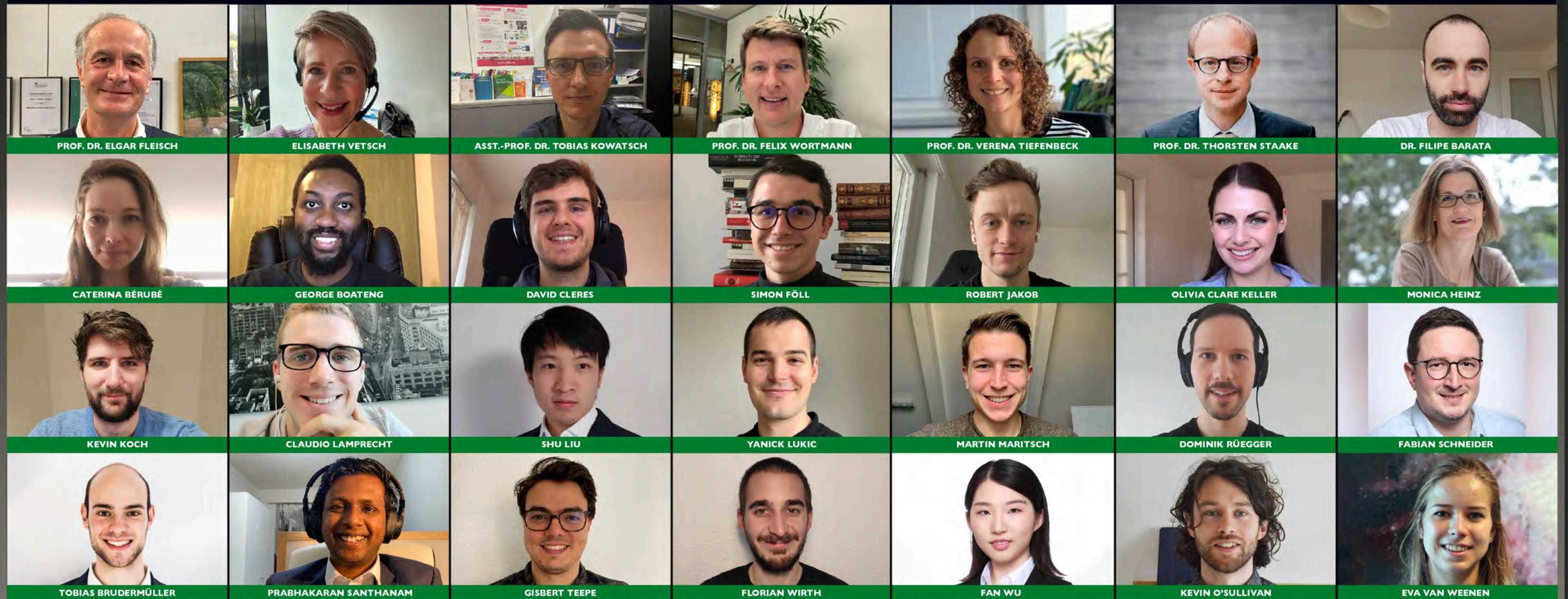
Extended Management Team



F.l.t.r.: Asst. Prof. Dr. Naomi Häfner, Asst. Prof. Dr. Manuel Hess, Prof. Dr. Dietmar Grichnik, Diego Probst, Prof. Dr. Oliver Gassmann, PD Dr. Maximilian Palmié, Prof. Dr. Elgar Fleisch, Prof. Dr. Felix Wortmann, Prof. Dr. Thomas Friedli, Dr. Lukas Budde.

The Institute in Figures at 31.12.





2.1 / OPERATIONS MANAGEMENT

2.1 / Operations Management

// Prof. Dr. Elgar Fleisch

Introduction

The team around Professors Elgar Fleisch, Tobias Kowatsch and Felix Wortmann works at two locations, the Chair of Operations Management at ITEM-HSG and the Chair of Information Management at ETH Zurich. The research is divided into the two focal areas of health and energy described below. The pandemic continued to be the main challenge for employees in 2021, who had to manage for long

Kowatsch successfully defended his habilitation and received an appointment at the University of Zurich.

Bits to Energy Lab (www.bitstoenergy.ch)

The Bits to Energy (B2E) Lab develops digital technologies that help to better understand and promote sustainable consumer behavior. The year 2021 was a successful one, both in terms of publications and projects won, and it was a year



Kinder-Uni 2021
(Children's University 2021).

will enable a highly scalable service that informs households if their heating system has a large potential for improvement, with expected average savings of 1,000 to 2,000 kWh per year for addressed households. In Ortsnetz, the B2E Lab will work with ETH's Power Systems Lab and the utility company EKZ to test and develop digital agents and behavioral interventions that not only help increase local electricity consumption through rooftop solar, but also reward grid-supporting feed-in of excess energy. Both projects are funded by the Federal Energy Office and partner companies. Last but not least, the lab welcomes three new PhD students who will work on developing algorithms and interventions for sustainable energy use.

and the prevention of depression and type-2 diabetes. These and other interventions are informed by digital biomarker research at CDHI that is used to predict potentially life-



Yearly seminar in Flims of Prof. Fleisch's chairs (ETH & HSG).

periods without physical social contact within the team. These restrictions have of course left their mark, particularly at the individual level, but this is not evident in the outwardly visible results. Both the Bits to Energy Lab and the Center for Digital Health Interventions have made great progress and achieved remarkable results in the year under review. In addition, Prof. Felix Wortmann was appointed Titular Professor and Permanent Lecturer at the HSG. Prof. Tobias

in which a new generation of PhD students joined the Lab. The results of the Quartierstrom- project on local electricity markets were accepted for publication in the leading information systems journal Information Systems Research, and a digital feedback study was selected as one of Nature Energy's five-year favorites. In the new AI-WO (Artificial intelligence for heat pump optimization) project, the team has won the opportunity to develop and test algorithms that automatically detect inefficient heat pumps in homes by analyzing data from smart meters. If successful, the project



Research seminar of Prof.
Fleisch's chairs (ETH & HSG).

Center for Digital Health Interventions (CDHI, www.c4dhi.org)

The group at CDHI designs scalable digital health interventions to address the health and economic burden of noncommunicable diseases. Interventions include voice and text-based digital coaches for type-1 diabetes patients or smartphone-based and chatbot-delivered interventions for cancer patients



HSG-Diplomprogramm
Insurance Management.

threatening events and to build so called just-in-time adaptive interventions that are delivered at the most opportune moments. In 2021, CDHI projects were funded by the Swiss Federal Office of Public Health and the Swiss National Research Foundation, the Singaporean National Research Foundation, and the US National Institutes of Health. Moreover, the Swiss health insurer CSS co-funded five projects. CDHI continues to be involved in teaching Joint Medical Master (JMM) students at HSG and has developed a CAS in Digital Health that will start in February 2022. Outstanding achievements of 2021 include a record number of publications (40+), many of which were published in high-outreach journals, such as Proc of the National Academy of the Sciences, Proc of the ACM on Interactive, Mobile, Wearable and Ubiquitous Technologies, Computers in Human Behavior, BMC Pediatrics, the Journal of Medical Internet Research, and JMIR Serious Games.



2.2 / PRODUCTION MANAGEMENT

*Team members of the division Production Management from the left to the right:
Prof. Dr. Thomas Friedli, Benedikt Saretz, Marten Ritz, Matteo Bernasconi, Daniel Wörner, Fabian Specht, Jens Kaiser,
Lorenzo Pirrone, Dr. Lukas Budde, Mark Grothkopp, Gian-Andri Steiger.*

Ferdinand Deitermann, Philipp Miedler, Jonathan Rösler & Christoph Tienken are missing on the picture.

2.2 / Production Management

// Prof. Dr. Thomas Friedli

*“One Ship drives east and another drives west.
With the self-same winds that blow;
'Tis the set of sails. And not the gales.
Which tells us the way to go.” [Ella Wheeler Wilcox]*

The second year of the Covid Pandemics had again an impact on the way we worked but not on our objectives, our working philosophy, and our relentless drive to support our industrial partners in their business. In the second half of the year, we could finally move back from virtual to physical meetings and workshops with the exception of our two global pharma exchange groups where travel restrictions still prevent this. 2021 was again a record-hitting year, more projects and a considerably higher turnover were incentive

were excellent. Our traditional Production Management Conference switched back to in person and we could welcome more than 60 participants and speakers in St. Gallen. Two new books, “Managing Industrial Services” and “Global Manufacturing Management” hit the market and were well received. Additionally, we co-edited a special issue of the Swiss Journal of Business Research together with Prof. Torbjörn Netland from the ETH bringing together leading researchers in the field of international manufacturing networks.

Coming back to the introductory quote above: we see it as our responsibility to help companies to focus on setting their specific sails effectively and efficiently and not to just follow or be driven by the circumstances.

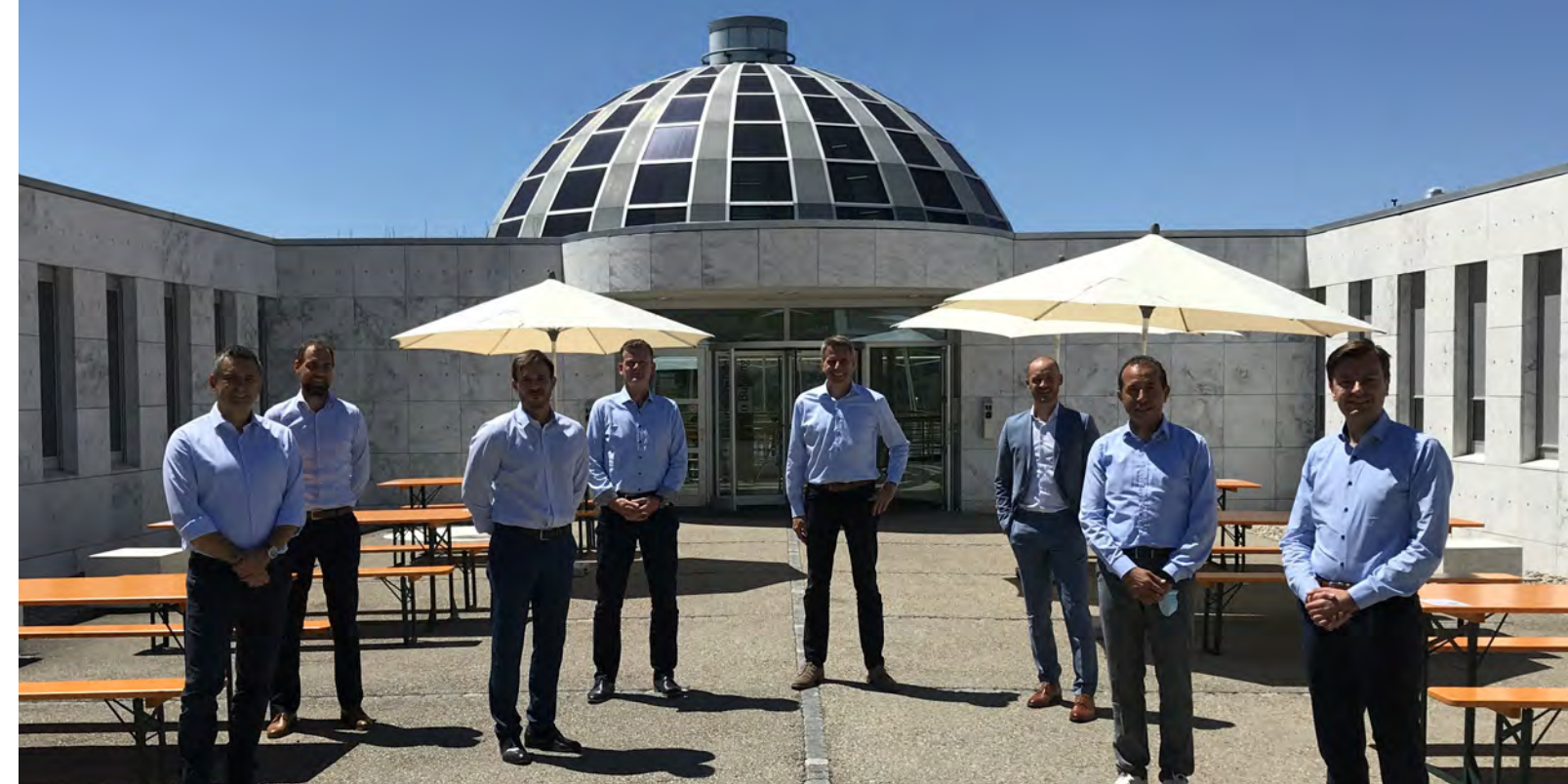
We are already looking forward to the next challenges and will grow with them how we always did.

Below are a number of highlights from our three dedicated research groups Global Production, Operational Excellence, and Smart Manufacturing and Services.

Global Production

2021 was a record year for the research team Global Production but certainly also one of the most challenging ones. For the first time, we started an individual collaboration project with an US-headquartered company on the optimization of their global production network. In our core competence area, we supported four additional companies from the German-speaking area – ranging from a pharma network of 20+ sites to an aircraft manufacturer of fewer than ten sites – in optimizing their global operations. The often highly strategic discussions in these projects including product reallocations, plant closures, and other configurational measures gave us profound insights into how the Corona Pandemic has shaped global footprint discussions at the top management level.

In another individual project, we made use of external databases with the goal to operationalize the entire ecosys-



KBM Production Strategy.

tem of production plants and enable the continuous monitoring of the environmental conditions. Looking at the research side, we successfully finished our Innosuisse funded research project “Intelligence-Based Manufacturing Networks”. The main deliverable of the project is a strategic cockpit to monitor network KPIs. To facilitate implementation and visualization, the cockpit is fully implemented in the Business-Intelligence-Software PowerBI. Furthermore, we started another research project titled “Triple-R: Resilience, Responsiveness, and Robustness in Global Production Networks”, which was approved by Innosuisse with an 18-month duration. Trying to understand the success of Swiss Manufacturing companies in one of the highest cost environments, we submitted a research proposal to the Swiss National Fond (SNF). In summer, we have also started a new benchmarking project with four industry partners. In the project with the title “Rethinking Global Production Strategies”, we investigate how the “Voice of Production” can be strengthened in the strategic decisions of manufacturing companies.

For the 5th year running, we have conducted the Swiss Manufacturing Survey (SMS) to thoroughly examine the situation of the Swiss industry. In the context of the political debate on supply chain shortages, the results of the SMS were addressed in an SRF radio interview with Prof. Friedli and received a considerable response in the Swiss media. Congratulations go to SUSS MicroOptics and Reinhard Völkel (CEO), the winner of this year's Swiss Manufacturing Award. The company was awarded at our St.Gallen Production Management Conference in October, where we discussed “How to sustain and restore the competitive advantage of the workplace Europe”.

All in all, this year has been outstanding for our research group and we are looking forward to continuing our current initiatives as well start new projects and research formats in

the next year. Always keeping in mind our aspiration of playing a leading role in Global Production in the future.

Operational Excellence

The year 2021 has been one of the most successful years for the OPEX research team. We succeeded in further expanding and deepening essential research fields. Thereby, we helped companies in tackling their most pressing problems and eventually have a perceptible impact on industry.

Our St.Gallen Operational Excellence Benchmarking for pharmaceutical production, the second largest in the world, exceeded the number of 400 participating manufacturing sites. This year's surge was heavily driven by an increased demand from companies benchmarking their entire manufacturing network. Despite on-going travel restrictions in the majority of pharmaceutical companies, our industry exchange groups for both manufacturing and quality control laboratories continued to serve as the platforms for experts to learn from others, discuss their challenges and derive implications for their OPEX approach. Both groups welcomed first-time participants, proofing industry's demand for such platforms.

In our individual collaboration projects, we teamed-up with the leading and largest companies from the pharmaceutical and automotive industry. For years, we have been a key contributor in shaping one of the most sophisticated Lean production systems of a renowned, American company. In a successor project, which was based on a former benchmarking exercise, we supported a global healthcare and pharmaceutical company in advancing their laboratory standardization as well as visual management. Building upon our experience in quality metrics and predictive modelling, we recently initiated a collaboration with one of the top pharmaceutical companies to investigate which key performance indicators reveal predictive power to foresee quality issues



Panel discussion at the 2021 SGPMT.

and obligation in equal measure. The CAS Course in Production Management that we offer together with our colleagues from the Rapperswil Campus of the OST went into a second round and the feedbacks from the first one



XAAS benchmarking.

with their products or in their plants. Besides these projects in the pharmaceutical industry, we conducted a benchmarking for quality management systems for a leading automotive OEM from Germany. This benchmarking helped to identify several successful practice companies that were visited throughout the project to gain insights into their state-of-the-art quality management approaches. Lastly, at the beginning of the fourth quarter of this year, we were awarded a new US Food and Drug Administration (FDA) funded research project focusing on plant quality risk management.

All of these past and on-going projects provide nourishing soil for our research activities and PhD projects.

2021 has been an eventful and thriving year. Yet, as the OPEX team, we will always strive for the better – supporting companies to achieve excellence, creating an impact for the industry.

Smart Manufacturing and Services

In 2021, the SMAS team continued its journey from the previous year to support industrial companies in their transformation towards becoming a solution provider. In our XaaS benchmarking, we assessed 140 participants and awarded 5 successful practice companies for their innovative as-a-Service business models. The final conference of the benchmarking in September with 55 participants joining physically was one of the highlights of the year and marked the successful completion of the project. The benchmarking survey also revealed that the concept “Equipment-as-a-

Service” is of utmost strategic importance in the entire manufacturing industry. With our new Innosuisse project “Designing Business Models for the Internet of Things” which we started in January, we intend to explore this topic more detail. Together with eight Swiss manufacturers, we are crafting new ideas for their future business models that entail product, service, digital service, and financing offerings. Building on the outcomes of the Innosuisse project “Value-based Marketing & Sales of Smart Services”, we also made progress in our consortium project “Pricing digital products” where we presented different case studies over several meetings and developed a guideline to commercialize Smart Services successfully. Finding suitable commercial models and appropriate Go-to-Market strategies for digital solutions remains a big challenge which we will address in our forthcoming Focus Group “Successful Commercialization of Smart Services” next year. Besides the project

tionsreise” of Startfeld St.Gallen where we shared our insights regarding Smart Service Innovation in SME. Bringing together both our research insights and external company perspectives, we decided to initiate a webinar series that is well-received among our partner network and touching upon selected questions of our research areas. In summary, our team is looking back on an intense but successful year that will allow us to continue the chosen path even better in the next year.

Outlook

Our goal is and remains to play a leading role in production management research and to have a real and visible impact on industry practice. We will continue to shape our activities globally while living up to our regional responsibility. We are always looking for solutions instead of complaining about the circumstances.



Site visit during the cross-industry quality management project.

activities around digital-enabled business models and commercialization of Smart Services, we also finished our Smart Service Innovation Bootcamp where we developed different success factors fostering innovation of digital solutions in hardware-driven companies. Additionally, we were also happy to participate in one section of the “Innova-



2.3 / INNOVATION MANAGEMENT

*Team members of the division Innovation Management from the left to the right:
Sven Jung, Prof. Dr. Felix Wortmann, Barbara Bencsik, Jörg Klaus, Prof. Dr. Oliver Gassmann, PD Dr. Maximilian Palmié,
Sonja Baumgartner, Anna Mader, Dr. Wolfgang Bronner, Ursula Elsässer, Carmen Sprus, Dr. Alexander Schuhmacher,
Fabian Schäfer, Asst. Prof. Dr. Naomi Häfner.*

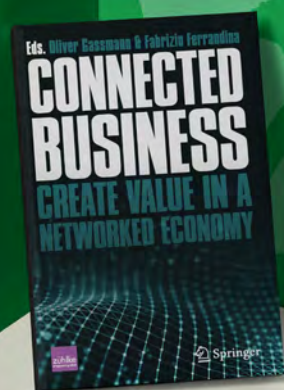
Dr. Raphael Bömelburg is missing on the picture.

2.3 / Innovation Management

// Prof. Dr. Oliver Gassmann

While 2021 still posed some special challenges due to the 'new normal', the team at Prof. Dr. Oliver Gassmann's Chair for Innovation Management produced excellent work this year. The constraints of social distancing were used as an asset; the hurdles of fewer meetings became an opportunity to focus on research papers. As a result, the labs again pursued their goal of combining rigor with relevance successfully.

While the **Ecosystem Innovation Lab**, formerly Helvetia Innovation Lab, officially ended, the last two PhD students finalized their PhD work. Publications appeared in California Management Review, Longe Range Planning and



Book Connected Business ('Success factors, strategies, and case studies on how to create business value in the networked economy').

European Management Journal. For practitioners the book 'Connected Business – Create Value in a Networked Economy' was published at Springer. A German translation became the title story of Harvard Business Manager.

Research in the pharma sector was published twice in Drug Discovery Today, together with colleagues from Novartis, the Max Planck Institute, PWC, Sony, and Tübingen University hospital.

Bosch IoT Lab

Headed by Dr. Wolfgang Bronner (Executive Director Bosch) and Prof. Dr. Felix Wortmann (Scientific Director), the Bosch IoT Lab investigates business model innovation in the Internet of Things (IoT). In addition, the Bosch IoT Lab explores disruptive IoT products and services. In 2021 the lab developed the EaaS Navigator that helps product companies to design, implement and scale "as a service" business models. In addition, core activities were centered around digital trust and how to establish a fundamental basis for digital business. Furthermore, the lab realized the Platform Navigator, a tool that facilitates the design and implementation of platform business models. Lastly, within its IoT technology exploitation domain, the lab investigates new opportunities in the realm of driver monitoring and safety (hypoglycemia detection, drunk driving prevention). Research results were published in renowned journals like MIS Quarterly Executive and Diabetes, Obesity and Metabolism.

Energy Innovation Lab

The Energy Innovation Lab, headed by PD Dr. Maximilian Palmié, complemented its traditional focus on how organizations can progress towards social, environmental, and economic sustainability (and how they can utilize digital technologies to do so) with a stronger emphasis on the scaling of sustainable business models. After the EU had approved of our application for additional funding and a temporal extension of our Horizon 2020 project Smarter Together, the project finally came to an end in late 2021. It thus joined the Swiss Competence Centers of Energy Research (SCCER) program, which had ended in December 2020. As we were involved in these two consortia since 2014 and 2016, respectively, leading SCCER CREST's work package "Energy, Innovation, Management" in the final years, the end of both projects certainly represents a major



Masterclass Business Innovation I, Final Presentation Day at Audimax, HSG

caesura for us. Fortunately, we were able to acquire new projects such as a 36-months endeavor on sustainable, multi-modal mobility in rural areas, which is funded by the Swiss Federal Office of Energy. We also continued our work on the replication and upscaling of Smart City (SC) solutions in the NRP 77 arrangement Scaling Smart City Projects - from Individual pilots towards a Common strategy of industry Emergence, which is funded by the Swiss National Science Foundation. Over the year, insights of our various activities were published in several leading journals, received prestigious accolades from the Academy of Management and the Strategic Entrepreneurship Journal, and were selected into its "top stories" by the University of St. Gallen.

Emerging Technologies Lab

The Emerging Technologies Lab, headed by Asst. Prof. Dr. Naomi Haefner, conducts research on innovation and entrepreneurship with a special emphasis on the impact of important next-generation technologies. As such the lab's work focuses on technologies such as artificial intelligence and distributed ledger technologies including Blockchain and how they affect firm value creation, delivery, and capture processes.

Our research projects study the effect of artificial intelligence on managerial decision-making and innovation as well as the broader competitive implications and appropriability issues faced by firms pursuing artificial intelligence-based strategies. Additionally, we also continue to research novel business models, decentralized platform ecosystems, and governance models for the digital age with a special emphasis on data sharing in B2B multi-party contexts where data sovereignty among partners must be fostered. In the past year we cooperated with Siemens and Siemens Energy in



Winner team Masterclass Business Innovation I, Final Presentation Day at Audimax, HSG

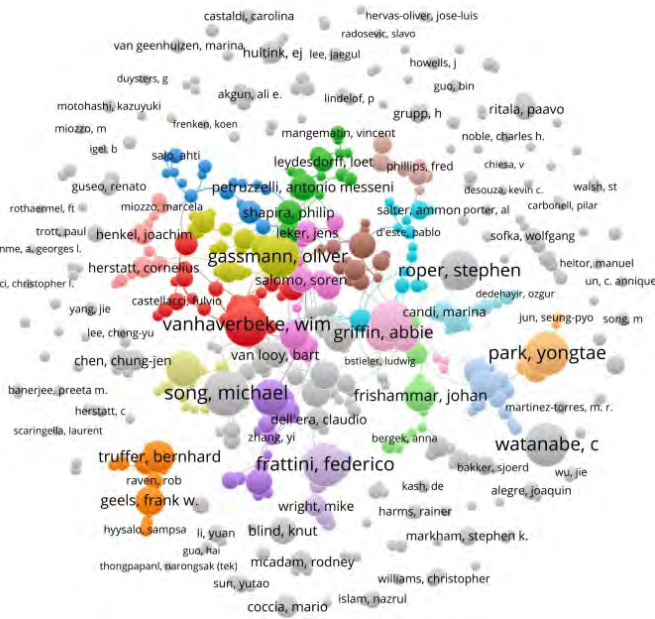
this area to analyze the application of decentralized platform ecosystems in energy certification and production as a service. Furthermore, we started a collaborative research project on managing platform externalities with Boston University's Questrom School of Business.

We are delighted that our research has been published in highly rigorous journals such as the FT 50-ranked Entrepreneurship Theory and Practice and is achieving a noticeable impact in outlets like Technological Forecasting and Social Change.

▶ Sântis ('Our traditional PhD colloquium, at Sântis')



Teaching and Books
As always, we taught courses at all university levels. Prof. Gassmann taught multiple modules on technology and innovation, as well as business model innovation, in the Executive MBA and MBA programs. The basic master course 'Business Innovation I' in the master program of the same name was again a highlight: 15 companies including Feldschlösschen, Moneypark, Siemens, Springer Maschinenfabrik, as well as non-profit organizations like WWF

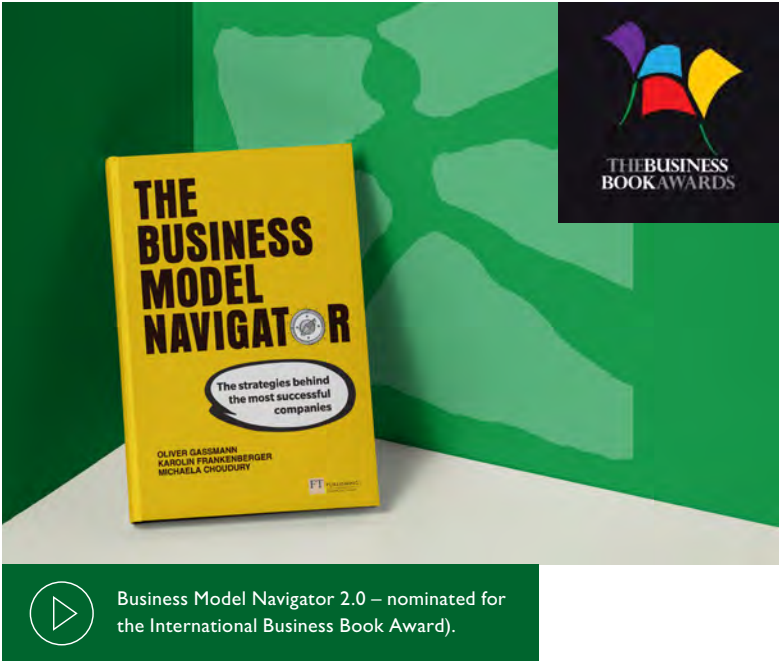


submitted challenges on business model innovations for our over 180 master students. This coaching-intensive course was a true teaching innovation: The students learned the entire content before the course and focused the whole course on problem-solving real challenges. Despite holding course virtually, it was received very positively by both students and managers.

The university's flagship seminar "HSG Highlights 2021", which Prof. Gassmann developed and led for the Executive

School and the HSG Alumni, was again very successful. Several invited keynotes such as the opening speech of the Business Model Conference were held.

Our new version of the global bestseller "Business Model Navigator" was nominated for the "International Business Book Award 2021" in Great Britain. The book has now appeared in more than two dozen languages. Our book Patent Management won the IP Kat Award.



▶ Business Model Navigator 2.0 – nominated for the International Business Book Award).

 PROF. DR. DIETMAR GRICHNIK	 SARAH NORDT	 TATJANA CHRISTEN	 JANINE CRIVELLI
 ASST.-PROF. MANUEL HESS	 ANNA LEUENBERGER	 CORINNE METZGER	 MICHAEL GREGER
 DIEGO PROBST	 JANA REUTHER	 SOPHIE ROMEISS	 BARBARA SCHMIDT
 BERND SCHNEIDER	 ROBERT SCHREIBER	 PROF. DR. JOAKIM WINCENT	 MARIA LUISA FUCHS



2.4 / Entrepreneurship

// Prof. Dr. Dietmar Grichnik



HSG Impact Award 2021.



Teamevent August 2021.

In 2021, we extended our research activities into the venture capital scene and finalized one PhD Project (Dr. Yaro Wolff) while acquiring a Swiss National Science Foundation (SNSF) project. On the intersection from insight to impact, the PhD project cumulated in a tool used by practitioners to benchmark their venture activities on dimensions such as firm valuation, turnover, employment growth and the like based on a proprietary VC-backed database, which can be accessed on the St.Galler Startup Navigator Website. We extend these

pathways to venture board positions including a diversity and network perspective that has proven to be beneficial for venture performance.

The HSG Entrepreneurial Talents program, which has now been in existence for over 10 years, received a decisive boost in 2021: Not only has funding been secured until the end of 2023, but the number of supported talents is also constantly being increased: There are now 20 entrepreneurial talents



Recording of educational videos for the Flipped Classroom.



Team visiting the HSG Learning Center (SQUARE).

insights with a follow-on research project on the scale-up phase of ventures launching a scale-up navigator project. In addition, within the three-year funded SNSF project (start date: September 1st, 2021, PhD Candidate Anna Leuenberger), we aim at gaining a better understanding of the

benefiting from the successful funding every year. The program has also been further developed in terms of content and is more attractive than ever. Dr. Dorina Bührle from Piavita was awarded "HSG Founder of the Year 2021" at the digital START Summit. The Piavet Measuring Device is a

wireless hardware device equipped with several high-tech sensors that enable the user to take non-invasive, live measurements of equine vital signs and activity. Before she cofounded Piavita, Dorina was a doctoral student at the Chair of Entrepreneurship and at that time supported startups herself, thus taking a decisive step into an entrepreneurial career. In January, the new national program "Talent Kick" was launched aiming to bring together the best

and Speed-Dating with investors: 18 female founders pitch their ventures around different verticals to 4 investors to get seed-round investment. Furthermore, we participated actively during the AIT (Academia-Industry Training) program including now Colombia, Brazil and Mexico, to improve Product-Solution-Market fit using our tools. Around 20 Tech-Startups per country including Switzerland participate in each of these programs. With HSG Alumni,



HSG Alumni – Startup@HSG Event.

students from Swiss universities to exploit interdisciplinary synergies in the entrepreneurial context. The University of St.Gallen together with ETH took a major role in this program: a pilot cohort of 15 aspiring entrepreneurs from all over Switzerland was guided through the program. Speaking of diversity, the 2021 Spin-Off Barometer highlighted diversity and sustainability of the spin-offs showing that over three quarters of the spin-offs tackle this grand challenges of society. We have extended the Female Founder Initiative to include mentoring on a regular basis during 3-month period, coaching using St.Galler Startup Navigator



Speech at the 2021 Start Summit.

a new event series called "ThePitch" was launched in fall. The simple but exciting idea: Three innovative HSG startups each pitch in front of top-class jury members from the HSG alumni community. Teamwise, Michael Greger has joined the Startup@HSG team as a PhD student.

The FoodTech Lab strengthened its role as moderator in the Food Industry. Further connection with key players in the industry were established. Visits and discussions with Bühler around circular economy, with Givaudan around alternative protein and consumer-goods retailers around go-to-market



CAS-HSG Entrepreneurial Excellence.

strategies are among some of the interactions. We created a series of white papers as a result of evidence-based research, for example on alternative protein which has been distributed

entrepreneurship in different contexts (SME/corporate, startup) themselves or to pass it on to colleagues and employees as multipliers. Twelve outstanding guest lectures



HSG Founder of the Year 2021, Dr. Dorina Bührle, Piavita.

in the eco-system to reinforce our position as knowledge-center. Organized visits from dynamic FoodTech Start-ups to key lectures in so that the students can apply their knowledge in real cases.

In teaching, the Professors Dietmar Grichnik and Manuel Hess startet the new Certificate of Advanced Studies (CAS) course on Entrepreneurial Excellence with the first cohort of participants. The newly designed program combines entrepreneurial mindset coupled with the corresponding methodological know-how and enables graduates to live



HSG Founder of the Year 2021, Award Ceremony.

from academia and practice stand for the extraordinary quality of the content provided.

2.5 / Global Center for Entrepreneurship & Innovation

// Prof. Dr. Charlotta Sirén, Prof. Dr. Joakim Wincent,
Prof. Dr. Vangelis Souitaris

2021 was an exciting year to look back upon and we can again identify a long list of outstanding achievements of excellence that has strengthened the foundation of GCEI. All achievements have been demonstrated in the three main areas: research, teaching, and in the projects with our industry partners. Over the past year, a review highlights GCEI has numerous top-level journal publications, the teaching demonstrates excellence, and the center continues to have the highest impact and relevance for project partners in industry.

Work and Lives” with Academy of Management Journal. Continuing with other examples, Professor Vangelis Souitaris and colleagues published the “Creating new ventures: A review and research agenda” in Journal of Management. It should be noticed that the count of FT-50 publications continues to be impressive, where it stands clear that our most recent outstanding professors that GCEI has welcomed, Isabella Hatak and Charlotta Sirén, contributed with several papers to keep the high standards of GCEI. Finally, the high impact of GCEI is also evident in papers such as “Big Techs



In terms of research, the GCEI members continued to keep the very highest standards of top academic publishing in 2021. For example, Professor Thomas Zellweger published the article “Entrepreneurs as scientists: A pragmatist approach to producing value out of uncertainty” in Academy of Management Review. Professor Joakim Wincent and co-authors published “Intersectionality in Intractable Dirty Work: How Mumbai Ragpickers Make Meaning of Their

and startups in pharmaceutical R&D – A 2020 perspective on artificial intelligence” published in Drug Discovery by Professor Oliver Gassmann and colleagues. GCEI members received several awards and recognitions that conclude highest scientific standards and contribution to the scientific community and to industry. Charlotta Sirén, Michael Hudecheck, Joakim Wincent and Dietmar Grichnik was selected for the HSG impact award of the 2021 for their



Global Center For Entrepreneurship 2021.

satellite platform and publications of monitoring the COVID 19 pandemic “Staying on Top of the Crisis: Tracking the Economic and Social Impacts of SARS CoV 2 and Future Disasters to Improve Global Disaster Management and Response Efforts”. Moreover, Professor Dietmar Grichnik and team had two papers selected for the Best Paper Proceedings of the 2021 Meeting of the Academy of Management. Professors Dietmar Grichnik and Charlotta Sirén with team also got a recognition with a paper in Frontiers of Entrepreneurship Research. Vangelis Soutaris is now selected as Associate Editor for the Journal of Business Venturing. Finally, Professors Thomas Zellweger and Oliver Gassmann are as usual listed in the F.A.Z. Rankings as two of the most influential economists in the German-speaking world. Professor Joakim Wincent was selected as a TOP-10 researcher in the VHB-Ranking of management scholars in the DACH region

The GCEI members continue to deliver in excellent teaching and sharing knowledge in courses at University of St Gallen and at well-known global universities. Industry excellence is well-integrated in the GCEI teaching and companies such as Helvetia. Moreover, GCEI can be proud in participating in several practical projects. Professors Dietmar Grichnik, Joakim Wincent and Manuel Hess was awarded a project about new venture boards and Venture Capital for the Swiss National Science Foundation (SNF) to help strengthen female participation. Professors Thomas Zellweger and Christine Scheef organized a new type of conference on the topic of how owners, as opposed to managers, impact the strategic direction of firms where Oliver Hart, Professor at Harvard University and Noble Laureate in economics participated as a keynote speaker.

The future GCEI of grows looks promising as we continue to deliver high level research, teaching excellence, high impact

practical projects at the University of St.Gallen and in cooperation with other high-end universities. The GCEI members strive to keep the highest standards and are excited about our work to continue to expand knowledge boundaries in the areas of entrepreneurship and innovation.



3.1 / Institute Structure

Directors	
Prof. Dr. Oliver Gassmann	Chairman
Prof. Dr. Elgar Fleisch	Director
Prof. Dr. Thomas Friedli	Director
Prof. Dr. Dietmar Grichnik	Director

Executive Committee	
Prof. Dr. Torsten Tomczak	President
Franziska Tschudi Sauber	Vice-President
Prof. Dr. Johannes Rüegg-Stürm	
Prof. Dr. Thomas Zellweger	



«Stiftung zur Förderung von Technologiemanagement, Technologiepolitik und Technologietransfer» – Advisory Council of the ITEM-HSG

Board	
Franziska Tschudi Sauber / Weidmann Holding AG / CEO	President
Prof. Dr. Dr. Torsten Tomczak, IMC-HSG / Director	
Prof. Dr. Johannes Rüegg-Stürm, IMP-HSG / Director	Quaestor
Prof. Dr. Thomas Zellweger, KMU-HSG / Director	
Prof. Dr. Oliver Gassmann, ITEM-HSG / Director	Secretary

Honorary Members	
Prof. em. Dr. Dr. h.c. Hans Dieter Seghezzi	Honorary Member
Peter J. Hauser	Honorary Member

Members	
Frank Bellemans	SCHOTT Schweiz AG / Managing Director
Martin Blum	Julius Blum GmbH / Geschäftsführer
Prof. Dr. Roman Boutellier	ETH Zürich / Universität St. Gallen
Reinhard Braun	Pantec Biosolutions AG / CEO
Jens Breu	SFS Group AG / CEO
Dr. Bruno Damann	Kanton SG Gesundheitsdepartement / Regierungsrat
Prof. em. Dr. Walter Eversheim	WZL RWTH Aachen
Prof. em. Dr. Fritz Fahrni	ETH Zürich / Universität St. Gallen
Dr. Christof Germann	Illwerke VKW AG Bregenz / Vorstandsmitglied / Direktor
Peter Gerner	Hoval Gruppe Vaduz / co-CEO
Dr. Philipp Gmür	Helvetia Gruppe / Vorsitzender der GL, CEO
Calvin Grieder	Bühler AG / VR-Präsident
Urs Kaufmann	HUBER+SUHNER AG / VR-Präsident
Günther Lehner	ALPLA Werke Alwin Lehner GmbH & Co. KG / CEO
Christian Mehling	Lista Office LO AG / CEO
Grégoire Poux-Guillaume	Sulzer AG / CEO
Daniel Risch	Regierungschef Fürstentum Liechtenstein
Thomas H. Rüegg	Baumann Group AG / CEO
Urs Ryffel	HUBER+SUHNER AG / CEO
Dr. Frank Schaum	Gallus Ferd. Rüesch AG / CEO
Peter Schönenberger	Altregierungsrat St. Gallen
Prof. Dr. Günther Schuh	Lehrstuhl für Produktionssystematik, WZL RWTH Aachen
Dr. Pepe Sonderegger	ks treuhandexperten ag / Universitätsrat
Heinrich Spoerry	SFS Group AG / VR-Präsident
Beat Tinner	Kanton SG Volkswirtschaftsdepartement / Regierungsrat
Ramundo Tommaso	Ferag AG / CEO
Thomas Trachsler	Die Mobiliar / Mitglied der Geschäftsleitung
Dr. Daniel Tschudi	Weidmann Holding AG / Verwaltungsratspräsident / CEO
Alexander von Witzleben	Arbonia Management AG / CEO
Jürg Zumtobel	Zumtobel Group AG / Vorsitzender des Aufsichtsrates

3.2 / Education

Prof. Dr. E. Fleisch

- » Introduction to Operations Management - German (Bachelor)
- » Research Seminar: Operations and Information Management
- » Research Seminar: Current research topics in technology and information management
- » HSG-Diplomprogramm Insurance Management
- » HSG-Highlights 2021
- » HSG-Kinderuni 2021

Lectures at ETH Zurich

- » Mastering Digital Business Models, Masterstufe D-MTEC

Prof. Dr. F. Wortmann

- » Einführung in das Operations-Management – Digital, German (Bachelor)
- » Introduction to Operations Management – Digital, Englisch (Bachelor)
- » Platform Economy, Masterstufe SoM
- » Senior Management Program CAS HSG 2021, Geschäftsmodelle und digitale Transformation: From the Internet of Things to the Economy of Things
- » Diplomstudiengang Renewable Energy Management (REM-HSG) 10, Financing Innovative Business Models and Digitalization: Blockchain as a disruptor for energy?
- » Executive MBA 60, Technologie- und Innovationsmanagement: Business Model Innovation in the Internet of Things
- » Executive MBA 61, Technologie- und Innovationsmanagement: Business Model Innovation in the Internet of Things
- » Zertifikatsprogramm Digital Innovation and Business Transformation 2021, Technologie- und IT Innovationen: Internet of Things & Blockchain
- » Executive Diploma in IT Business Management 14, Innovation durch IT: Internet of Things & Blockchain

Ass.-Prof. Dr. T. Kowatsch

- » Digital Health, English, Joint Medical Master, School of Medicine
- » Digital Health Project, English, Joint Medical Master, School of Medicine

Lectures at ETH Zurich

- » Digital Health, English, Master level, D-MTEC
- » Digital Health Project, English, Master level, D-MTEC

Guest Lectures

- » Executive MBA, Technologie- und Innovationsmanagement, Guest Lecture on Digital Biomarkers & Digital Pills, University of St. Gallen
- » CAS in Gesundheitspsychologischer Lebensstiländerung und Mind Body Medicine, Mobile Sensing Modul, University of Zurich
- » CAS in «Psychologie der Arbeit und Gesundheit in der digitalen Welt», University of Zurich

Prof. Dr. Thomas Friedli

- » Business Excellence (Bachelor)
- » Doktorandenseminar: Kolloquium zur Forschung im Produktionsmanagement
- » Produktionsmanagement (Master)
- » Operative Exzellenz (OPEX) (Master)
- » Doktorandenseminar: Methoden des Technologiemanagement
- » Management of Industrial Companies (Bachelor)
- » Seminar Militärische und zivile Führung: Entscheidungsprozesse als Grundlage (Kontextstufe)
- » Industrie 4.0 - Smart Production und Services (Master)

Lectures held at other Universities:

- » IIMT, Universität Fribourg, Process & Excellence Management
- » SMBS, University of Salzburg Business School, Executive MBA, Qualitäts- und Prozessmanagement
- » Doktorandenseminar Aachen: Forschungsmethodik

Prof. Dr. Oliver Gassmann

- » Innovationsmanagement (Bachelor)
- » Business Innovation I (Master)
- » Platform Economy (Master)
- » Theories in Business Innovation (PhD)
- » Publishing in Management, Technology and Innovation (PhD with ETH und EPFL)
- » EMBA 60 und 61 Technology- and Innovation Management
- » CAS HSG Transformation, Innovation Management
- » MBA-HSG, Business Model Innovation
- » Academic supervisor „HSG-Highlights 2021“
- » Fraunhofer Academy, Research Management

PD Dr. Maximilian Palmié

- » Capstone Project: Operations and Innovation Management (Bachelor)
- » Innovation und Führung (Master)
- » Managing Global Innovation (Master)
- » FPV: Innovationsmanagement in Smart Cities (Master)
- » Theories in Organization & Information Systems (PhD)

Asst. Prof. Dr. Naomi Häfner

- » Innovation Management (Bachelor)
- » RPV: Developing an AI Strategy (Master)

Prof. Dr. Martin Bader

- » R & D Management (Master)
- » RPV: Intellectual Property Management (Master)

Prof. Dr. Christoph Wecht

- » Kreativitätstechniken für Innovationsteams (Bachelor)
- » Forschungs-, Praxis-, Ventureprojekt (Master)

Prof. Dr. Maximilian von Zedtwitz

- » Managing Innovation in China (Bachelor)

Prof. Dr. D. Grichnik

- » Entrepreneurship (Bachelor)
- » Start Global (Bachelor)
- » Technologie Entrepreneurship (Master)
- » PhD Colloquium Entrepreneurship I + II
- » Entrepreneurship (IEMBA 8 Program: Main Lecturer)
- » Entrepreneurship (EMBA 57 Program: Main Lecturer)
- » Entrepreneurship (EMBA 58 Program: Main Lecturer)
- » CAS Entrepreneurial Excellence (Main Lecturer)
- » CAS Digital Leadership & Transformation (Guest Lecturer)
- » CAS Digital Insurance Transformation (Guest Lecturer)

Dr. Manuel Hess

- » Start Global (Bachelor)
- » Methods: Venture Growth Hacking (Master)
- » Entrepreneurial Finance (Master)
- » CAS Entrepreneurial Excellence (Senior Lecturer)

Prof. Dr. Joakim Wincent

- » Paper clinic in general management (PhD)
- » Becoming a top scholar seminar (PhD)
- » Technology Entrepreneurship (Master)
- » International Entrepreneurship (Master)
- » Entrepreneurial Finance (Master)
- » Essence of Entrepreneurship at Hanken School of Economics (Master)
- » Entrepreneurship for PhD candidates in Finland (PhD)
- » Business experience at Hanken School of Economics (Master)
- » International business experience at Hanken School of Economics (Master)

Prof. Dr. Vangelis Souitaris

- » High Growth Entrepreneurship. An international applied perspective, at St. Gallen (Masters level – MBI and MUG)
- » Getting Ready to Become a Top Scholar, at St. Gallen (PhD and Post-doc level)
- » Innovation and Entrepreneurship at Bayes Business School (MBA, Executive MBA and Dubai MBA)
- » High Growth Entrepreneurship at Bayes Business School (Master)
- » Entrepreneurship, at International Hellenic University (MBA)

Prof. Dr. Charlotta Sirén

- » Basics in Experimental Research (PhD)
- » Workshop Series in Experimental Research Tools (PhD)
- » RPV: Venturing in Emerging Trends - Entrepreneurship and COVID-19 (Master)
- » IC: Managing Adversity in Crises - Special Focus on COVID-19 (Master)
- » Design Thinking Applied I: Industry Case Studies for Responsible and Sustainable Innovation (Master)

3.3 / Publications

Books

Fleisch, E., Franz, C., Herrmann, A. (2021): The Digital Pill: What Everyone Should Know about the Future of Our Healthcare System. Bingley: Emerald Publishing, 2021-03-22, ISBN: 978-1-78756-675-0. doi: 10.1108/9781787566750.

Fleisch, E., Franz, C., Herrmann, A., Mönninghoff, A. (2021): Die digitale Pille: Eine Reise in die Zukunft unseres Gesundheitssystems. Frankfurt: Campus, 2021-02-03, ISBN: 978-3-593-44734-6.

Gassmann, Oliver & Ferrandina, Fabrizio (Ed.): Connected Business: Create Value in the Networked Economy. Berlin, New York: Springer, 2021

Wortmann, F., Lamprecht, C., Gebauer, H., Fleisch, E. (2021): The St. Gallen EaaS Navigator: 66 pattern cards to guide the development of customer-centric product-service systems. University of St. Gallen.

Friedli, T., Lanza, G., & Remling, D. (2021). Global Manufacturing Management: From excellent plants toward network optimization. Springer.

Friedli, T., Osterrieder, P., & Classen, M. (2021). Managing Industrial Services (T. Friedli, P. Osterrieder, & M. Classen, Hrsg.). Springer International Publishing. <https://link.springer.com/book/10.1007/978-3-030-72728-4>

Book Chapters

Kowatsch, T., Fleisch, E. (2021): «Digital health interventions,» in Connected Business: Creating Value in the Networked Economy, O. Gassmann and F. Ferrandina, Eds. Cham, Switzerland: Springer, 2021, pp. 71–95, ISBN: 978-3-030-76897-3. doi: 10.1007 / 978 - 3 - 030-76897-3_4.

Wortmann, F., Bilgeri, D., Gebauer, H., Lamprecht, C., Fleisch, E., (2021): Der lange Weg im IoT – Von der Vernetzung zur Profitabilität. Der lange Weg im IoT – Von der Vernetzung zur Profitabilität, IoT–Best Practices, 3-21.

Bronner, W., Gebauer, H., Lamprecht, C., Wortmann, F., (2021): Sustainable AIoT: How Artificial Intelligence and the Internet of Things Affect Profit, Peoples, and Planet. Connected Business, 137-154.

Friedli, T., Classen, M., & Budde, L. (2021). Industry 4.0: Navigating Pathways Toward Smart Manufacturing and Services. Springer International Publishing. <https://www.alexandria.unisg.ch/264173/>

Miedler, P., & Friedli, T. (2021). Deriving a Network Strategy (S. 87–100). Springer. <https://www.alexandria.unisg.ch/265114/>

Remling, D. (2021). Managing Manufacturing Network Performance. In Global Manufacturing Management: From Excellent Plants Toward Network Optimization. Springer International Publishing.

Remling, D., & Friedli, T. (2021). The St. Gallen Model for Managing International Manufacturing Networks. Springer.

Refereed Journals

Haefner, N., Palmié, M., Leppänen, P. T. (2021): With(out) a Little Help from My Friends? Reconciling Incongruous Findings on Stakeholder Management, Innovation, and Firm Performance. Entrepreneurship Theory and Practice, 10422587211024497.

Sjödin, D., Parida, V., Palmié, M., Wincent, J. (2021): How AI capabilities enable business model innovation: Scaling AI through co-evolutionary processes and feedback loops. Journal of Business Research, 134, 574-587.

Schweitzer, F., Palmié, M., Gassmann, O., Kahlert, J., Roeth, T. (2021): Open innovation for institutional entrepreneurship: how incumbents induce institutional change to advance autonomous driving. R&D Management. <https://doi.org/10.1111/radm.12490>

Lingens, B., Huber, F., Gassmann, O. (2021): Loner or team player: How firms allocate orchestrator tasks amongst ecosystem actors. European Management Journal, ISSN 0263-2373

Palmié, M., Böhm, J., Friedrich, J., Parida, V., Wincent, J., Kahlert, J., Gassmann, O., Sjödin, D.(2021): Startups versus incumbents in ‘green’ industry transformations: A comparative study of business model archetypes in the electrical power sector. Industrial Marketing Management, 96 35-49. ISSN 0019-8501

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Huebner, J., Girardello, A., Sliz, O., Fleisch, E., Ilic, A. (2021): “What people focus on when reviewing your app: An analysis across app categories,” IEEE Software, vol. 38, no. 3, pp. 96–105, 2021, issn: 0740-7459. doi: 10.1109/ms.2020.3014669.

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Kowatsch, T., Lohse, K., Erb, V., Schittenhelm, L., Galliker, H., Lehner, R., Huang, E., (2021): Hybrid Ubiquitous Coaching With a Novel Combination of Mobile and Holographic Conversational Agents Targeting Adherence to Home Exercises: 4 Design and Evaluation Studies. Journal of Medical Internet Research (JMIR) 23(2):e23612

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Ollier, J., Neff, S., Dworschak, C., Sejdiji, A., Santhanam, P., Keller, R., Xiao, G., Asisof, A., Ruegger, D., Bérubé, C., Hilfiker, L., Neff, J., Yao, J., Alattas, A., Varela-Mato, V., Pitkethly, A., Vara, M., Herrero, R., Baños, R.M., Parada, C., Agatheswaran, R., Villalobos, V., Keller, O., Chan, W., Mishra, V., Jacobson, N., Stanger, C., He, X., von Wyl, V., Weidt, S., Haug, S., Schaub, M., Kleim, B., Barth, J., Witt, C., Scholz, U., Fleisch, E., von Wangenheim, F., Tudor Car, L., Müller-Riemenschneider, F., Hauser-Ulrich, S., Nuñez Asomoza, A., Salamanca-Sanabria, A., Mair, J., Kowatsch, T. (2021): “Elena+ care for covid-19, a pandemic lifestyle care intervention: Intervention design and study protocol,” Frontiers in Public Health, vol. 9, no. 1543, p. 625 640, 2021-10-21, issn: 2296-2565. doi: 10 . 3929 / ethz - b - 000511362.

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Conference Contributions

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Gassmann, Oliver & Ferrandina, Fabrizio: Die Win-Win-Win Formel. In: Harvard Business Manager 6 (2021), 6, S. 30-41.

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3.4 / Talks

Grichnik, D., Müller, E., Schreiber, R. (2021): Alternative Proteine werden immer beliebter? In: Diverse Presseartikel

Grichnik, D., Probst, D (2021): HSG-Spin-Offs tackle the grand challenges globaly. In: HSG Spin-Off Barometer

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In: SRF Radio-Beitrag

Grichnik, D. (2021): Von Geschäftsleuten zu Heilsbringern? – Wie Entrepreneurure für eine bessere Welt arbeiten.
In: HSG Focus

Lukic, Y., Klein, S., Brügger, V., Keller, O., Fleisch, E., Kowatsch, T. (2021): “The impact of a gameful breathing training visualization on intrinsic experiential value, perceived effectiveness, and engage- ment intentions: Between-subject online experiment,” en, Submitted to: JMIR Serious Games, Toronto, ON, 2021-05-17. doi: 10.2196/ preprints.22803.

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Strempel, K., Karlsson, M. C., Lewis, T., Roth, P., Classen, M., & Friedli, T. (2021, Juli 12). Industrial Services: How to Sharpen the Go-to-Market Strategy. <https://www.bain.com/insights/industrial-services-how-to-sharpen-the-go-to-market-strategy/>

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Prof. Dr. E. Fleisch

Die Digitale Pille, YPO Rhine Chapter Veranstaltung 2021, 05.03.2021

Wie verändert die Digitalisierung das Gesundheitswesen? CSS Strategy-Talk, 28.+29.06.2021

What is the Internet of Things? Impact on Value Proposition. SFS Heerbrugg, 06.09.2021

Die Digitale Pille, UNIQA Versicherung Wien, Podiumsdiskussion 14.09.2021

Wie das Internet das Hardware- und Softwaregeschäft verändert, ITEM-HSG Stiftungsratssitzung, 10.11.2021

Die Digitale Pille, SanktGaller Gesundheitsforum, 01.12.2021

Prof. Dr. Th. Friedli

Leading Operational Excellence, ETH CAS Pharmaceuticals, Module 5, remote, 18.2.2021

From Quality Maturity to Quality Performance – Databased Insights, ISPE Boston Chapter, remote, 18.3.2021

Make Production Part of Strategic Discussions Again, Opening Event Global Production Academy, remote, 12.4.2021

From Quality Maturity to Quality Performance – Databased Insights, ISPE Pharma Best Practices Webinar Series, 26.5.2021

Strategisches Management globaler Produktionsnetzwerke, Karlsruher Institut für Technologie (KIT), 25.10.2021

De-Coding the DNA of Manufacturing in High-Cost Countries”, St.Galler Produktionsmanagement-Tagung, 26.10.2021

Re-Thinking Production Systems, St.Galler Produktionsmanagement-Tagung, 27.10.2021

Lean Production Systems as Lever for Superior Network Performance, European Manufacturing Sum-mit, Berlin, 10.11.2021

Prof. Dr. O. Gassmann

Future of Universities, Rektoratsklausur, 08.02.2021

Business Models Patterns: Towards a Taxonomy, Berkeley Open Innovation Seminar, 29.03.2021

Geschäftsmodelle entwickeln, Workshop für Wirtschaftslehrer, Kantonsschule St. Gallen, 31.03.2021

Strategizing on Business Models - the role of decisions, BMI-Think Tank, 08.04.2021

Future of Consulting?, WKO Oberösterreich, 20.04.2021

The Future of Work and Learning, ISC Symposium, St. Gallen, 06.05.2021

Ecosystems - Some thoughts about the “why” and the “how”, BMI Study Trip, 07.06.2021

Geschäftsmodelle, Fraunhofer-Forschungsmanagement, 16.-18.06.2021

Future of Universities? HSG, quo vadis?, Universitätsrat, 18.06.2021

Winning in difficult times, Keynote ISPIM conference, 21.06.2021

Erfolgreiche Geschäftsmodelle - Was braucht es?, Hagebau Omnichannel Strategie, 24.06.2021

Digitalization Progress - How to accelerate our journey?, Workshop, Sonceboz, 07.07.2021

Dynamics of Digitalization, Genico SME-Workshop, 26.08.2021

Gemachtes überholt Gedachtes, HSG Highlights, 07.-09.09.2021

Future of Work and Learning, HSG Kick off Days, 17.09.2021

Geschäftsmodelle, Fraunhofer-Forschungsmanagement, 22.-23.09.2021

Creating the Future of Universities?, HSG Advisory Board, 30.09.2021

Business Models: Quo vadis?, Keynote Business Model Conference Copenhagen, 05.10.2021

Business Model Innovation in the Age of Data, Digital Insurance Agenda, 02.11.2021

“It`s the Connectivity, stupid” Chancen in der vernetzen Ökonomie umsetzen, Quibiq Microsoft Integrate Conference, 15.11.2021

Business Model Innovation: Wie kann ich Industrien revolutionieren?, Youngpreneurs, 23.11.2021

Prof. Dr. D. Grichnik

START Summit, Do Algorithms Make Better -- and Fairer -- Investments Than Angel Investors and VCs?
Online Panel, March 2021

START Summit, St. Galler Startup Navigator, Masterclass, March 2021

HSG Founder of the Year, Dr. Dorina Thiess-Bürle, St. Gallen, Laudatio, March 2021

Wirksame Führung und Aufsicht von Startups; «Der Startup-Navigator auf VR-Ebene – als Governance-Tool»,
Swiss Board School, Talk, May 2021

Digitale NRW-Ministerreise in die Schweiz, Online-Discussion, June 2021

Quo Vadis-Day, Trends in der Agro- und FoodTech-Industrie mit einem Fokus auf alternative Proteine,
Firma Schmidheiny, Talk June 2021

Combine the best of two worlds: Successful Venturing as a Corporate Dinosaur!, Stiftungsratssitzung ITEM-HSG,
Degersheim, November 2021

3.5 / Permanent Tasks

Prof. Dr. M. Hess

81th annual meeting of the Academy of Management (AOM), It’s A Process, Isn’t It? Venture Capital Decision-Making Along The Well-Defined Investment Funnel Stages. Online Talk, July/August 2021

Prof. Dr. J. Wincent

Gender equality in Swedish boards. JÄMY. 1.10.2021

Prof. Dr. Ch. Sirén

Looking at Entrepreneurship from the Sky: Satellite Data in Entrepreneurship Research, pre-conference keynote, 2021 Babson College Entrepreneurship Research Conference (BCERC), Online, 9.6.2021.

How Novel Sources of Big Data, Such as Satellite Data, can be used to Investigate Entrepreneurship, Keynote Presentation, 2021 IEEE International Conference on Technology and Entrepreneurship, Online, 24.8.2021.

Looking at the Economic and Social Impacts of COVID-19 from Space, Keynote to University of St. Gallen Prorektorat Leadership Team (Kardetag), St.Gallen, 8.9.2021.

A story well told – How Communication shapes the fate of venture ideas, Research seminar, Aalto University, Online, 30.4.2021.

A story well told – How Communication shapes the fate of venture ideas, Research seminar, North Carolina State University, Online, 2.9.2021.

Strategizing in New Ventures, guest talk, Grenoble Ecole De Management, France, 11.10.2021.

Prof. Dr. E. Fleisch

» Co-Chair Bits to Energy Lab

» Co-Chair of the Center for Digital Health Interventions

Member of the steering committee of the CSS Health Lab

» Member of the steering committee (without voting rights) of the Bosch IoTs Lab

» Member of the steering committee (without voting rights) of the Mobiliar Analytics Lab

» Member of Senate and Department SoM HSG

» Member of the Habilitation Committee of the HSG

» Member of the Executive Committee of the Research Centre for Retail Management IRM-HSG

» Member of the Executive Committee of the Institute for Computer Science ICS-HSG

» Member of various academic associations

Prof. Dr. Th. Friedli

» Board Member of the Schuh & Co. Komplexitätsmanagement AG

» Associate Member of the International Academy for Quality

» Lecturer EMBA Program “Process & Excellence Management” and Scientific Council Member at iimt, University of Fribourg

» Lecturer EMBA at the University of Salzburg, Process- and Quality Management

» Board Member of the FUTUR Foundation

» Advisory Board Member at SQS – Schweizerische Vereinigung für Qualitäts- und Managementsysteme

» Responsible for the Military Liaison Office at the University of St. Gallen

» President of the jury, REHAU-Wirtschaftspreis

» Member of the Research Advisory Board at the Complexity Management Academy, Aachen

» Member of the expert committee for the degree program industrial engineering at the university of applied sciences “OST”

» Member of the Innovation Board for the NTN Photonics

Prof. Dr. O. Gassmann

» Co-founder and Director of the Global Center for Entrepreneurship and Innovation (GCEI-HSG)

» Co-founder and Director of Center for Innovation (Cfi-HSG)

» Co-founder and Director of the Center for Energy Innovation, Governance, and Investment (EGI-HSG)

» Faculty Member of Senate and School of Management HSG

» Member of Executive Education Committee HSG (WBK)

» Member of the board of directors at Institute for Marketing and Customer Insight (IMC-HSG)

» Member of the board of directors at Institute for Mobility (IMO-HSG)

» Member of the board of directors at Center for Mobility (CFM-HSG)

» Steering Committee Bosch IoT Lab (HSG/ETH)

» GLORAD-Research Center, Shanghai-St. Gallen

» Member of the board of the Swiss Federal Institute of Intellectual Property

» Member of International Advisory Board, Alexander von Humboldt Institute (Berlin)

» Member of the board (Hoffmann Neopac, Weidmann, Zühlke)

» International Advisory Board of California Management Review

» Editorial Board of R&D Management; Creativity and Innovation Management; IJEIM

Prof. Dr. D. Grichnik

» Co-Founder and Co-Director Global Center for Entrepreneurship and Innovation, University of St.Gallen (GCEI - HSG)

» Director of the Center for Entrepreneurship, University of St.Gallen (CfE-HSG)

» Member of the School of Management, University of St.Gallen (SoM)

» Member of the Senate and Representative of the School of Management in the Senate Committee

» President of the Executive Committee, Institute for Media and Communications Management, University of St.Gallen (MCM-HSG)

» Member of the Executive Committee, Institute of Business Education and Educational Management, University of St.Gallen (IWP-HSG)

» Member of the Executive Committee, Institute of Behavioral Science and Technology (IBT-HSG)

» Member of the Executive Committee, Institute of Computer Science, University of St.Gallen (ICS-HSG)

» Member of the Advisory Board, Swiss Startup Factory

» Board Member Center for Corporate Venturing Switzerland (CCVS)

» Member of the Editorial Board of the JBV – Journal of Business Venturing, Entrepreneurship Theory and Practice

» Member of the Research Committee University of St.Gallen (SNF)

» Board Member Steering Committee Talent Kick Program

» President of the Jury "HSG Founder of the Year", "HSG Entrepreneurial Talents" and "HSG Entrepreneurial Champions"

» Member of the Jury „Digital Champions Award“, WirtschaftsWoche/Handelsblatt

» Member of the Jury „Startfeld Diamand“, St.Galler Kantonalbank

» Member of the Foundation "Switzerland Innovation"

» Expert at various Research Institutes, Funding Institutions and Universities

Prof. Dr. J. Wincent

» Professor of Entrepreneurship and Management, Hanken School of Economics, Finland

» Regular reviewer for management journals such as the Academy of Management Journal, Journal of Management Studies

» Current member of editorial review board of Journal of Business Venturing

» Action Editor of the academic journal Entrepreneurship: Theory and Practice

Prof. Dr. V. Souitaris

» Professor of Entrepreneurship and Subject Leader (part time appointment), Bayes Business School, City University of London

» Field (Associate) Editor for the Journal of Business Venturing, the lead international journal in Entrepreneurship

» Regular reviewer for the Academy of Management Journal, Strategic Management Journal, Journal of Business Venturing and Organization Science

» Current member of editorial review board of Journal of Management Studies and Entrepreneurship Theory and Practice

» Visiting professor at International Hellenic University, Thessaloniki, Greece

Prof. Dr. Ch. Sirén

» Regular reviewer for the Journal of Management Studies, Entrepreneurship Theory & Practice, and Journal of Business Ven-turing

3.6 / Doctoral Theses

Spring 2021

Dr. Maximilian Böger
Orchestration of Innovation in Ecosystems: An Analysis of the Development and Management of Ecosystem Initiatives
Prof. Dr. Oliver Gassmann, Prof. Dr. Christoph Wecht

Dr. Dominic Alexander Knape
Cooperation Strategies of the Amazon Marketplace
Prof. Dr. Dietmar Grichnik, Prof. Dr. Christian Hildebrand

Dr. Domnink Kohr
Identifying and Conceptualizing Methods for Mastering Complexity – A Complexity Drivers-Based Approach
Prof. Dr. Thomas Friedli, Prof. Dr. Elgar Fleisch

Dr. Dominik Markus Rüegger
Studying Personality Change with Smartphone Data
Prof. Dr. Elgar Fleisch, Prof. Dr. Mathias Allemand, Prof. Dr. Tobias Kowatsch

Autumn 2021

Dr. Florian Huber
Towards Ecosystems: A Qualitative Analysis on the Early Stage of Inter-Firm Collaboration
Prof. Dr. Oliver Gassmann, Prof. Dr. Thomas Friedli

Dr. Charlotte Lekkas
The encounter of digital platforms and ecosystems with bureaucratic organizations in smart cities
Prof. Dr. Oliver Gassmann, Prof. Dr. Vangelis Souitaris

Dr. Marian Wenking
International Manufacturing Networks: Interrelations between network capability, environment and performance
Prof. Dr. Thomas Friedli, Prof. Dr. Reinhard Jung





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