

MANAGEMENT SEMINAR

International Management

Leading and deciding in an international environment

Reshape international management. Combine entrepreneurial judgment and machine intelligence to real effect.

LOCATION	DURATION	LANGUAGE	INVESTMENT
St. Gallen	3 days	DE / EN	CHF 2,400

MANAGEMENT SEMINAR

KEY FACTS

LOCATION

St. Gallen

DURATION

**3 days including
excursions · optional
with ECTS**

LANGUAGE

German / English

TARGET GROUP

**Managers, emerging
leaders, entrepreneurs**

INVESTMENT

**CHF 2,400
plus 8.1% VAT**

NETWORK

StGallen imt Alumni

STRUCTURE

Modules build on one another. The result: your personal international management playbook.

ACCREDITATION

Optional with ECTS accreditation.

ST. GALLEN MANAGEMENT SEMINAR

Make clearer decisions. Open up markets with confidence. Put cultural differences to productive use.

Reshape international management. Combine entrepreneurial judgment and machine intelligence to real effect.

AI is changing the reality of international management

Generative models, Predictive Analytics and intelligent analysis tools are changing how decision-makers assess markets, choose locations, manage supply chains and lead international teams.

Geopolitical tensions, volatile markets, faster decision cycles

Anyone who runs international management on experience and long-established structures alone loses speed, precision and impact.

The St. Gallen approach to international management in digital transformation

Interlock strategy, markets, culture and AI systematically – and see on site, in direct exchange with Hidden Champions, how global market leadership is actually built.

WELCOME

Grüezi and a warm welcome!

On behalf of the StGallen imt Business School, it is a great pleasure to welcome you to our executive seminar "International Management".

Artificial intelligence is changing the way we lead, decide and create value – fundamentally and irreversibly. This seminar gives you the tools, the methods and the mindset to use AI as a strategic partner in your day-to-day leadership.

"The greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic."

PETER DRUCKER

Our aim: you leave not only with knowledge, but with concrete solutions you can apply immediately to your daily challenges. I look forward to welcoming you personally in St. Gallen.

Prof. Dr. Christian Abegglen

President & Academic Director
StGallen imt Business School



Bringing strategy, markets, culture and artificial intelligence together systematically

International management now decides whether a company grows or stagnates. Markets are shifting, trade barriers and regulation are increasing, supply chains are being reorganized.

The seminar shows how decision-makers can use artificial intelligence as an integral part of their international management – to take market and location decisions with greater clarity, to master complexity across countries and cultures, and to identify international growth opportunities early.

Building on the St. Gallen understanding of integrated leadership, the core fields of international management are systematically aligned with Decision Intelligence, data literacy and risk management.

In this way you strengthen your impact in international management, the quality of your decisions and the entrepreneurial strength of your organization.

A particular focus lies on excursions to Hidden Champions: in direct exchange with global market leaders in their niche, participants see how focused strategies, closeness to customers, technological depth and international presence work together.

For leaders who open up international markets with purpose

The seminar is aimed at executives, managers and emerging leaders, project leaders and specialists from these and other functions with responsibility for international management:

General Management

Strategy

Sales

Export

Supply Chain

Business Development

Finance

The focus is on leaders who want to open up international markets with purpose and professionalize existing international operations – strategically sound and grounded in practice.

CORE OF THE SEMINAR

Market strategy, market entry, international organization, intercultural leadership and personal leadership routines – aligned with Decision Intelligence, data literacy and risk management.

RESULT

A personal international management playbook that turns fragmented international activities into a coherent international leadership practice.

IN FOCUS

Leaders who want to open up international markets with purpose and professionalize existing international operations.

PROGRAMME PROGRESS



Opening: international management and Decision Intelligence.

METHODOLOGY

Models, methods, case studies and transfer work – each module with clearly defined focus areas.

DURATION

Three seminar days in St. Gallen including excursions, in German or English.

From market strategy to transfer

International management rethought with AI

You will see how AI-based models become part of your daily work in international management – as a sparring partner, an analysis tool and an assistant. The aim: rethink international management and take decisions with greater effect.

FOCUS AREAS

- Understand the role and impact of AI in international management
- Use AI as a sparring partner, analysis tool and assistant for market decisions
- Deliberately combine experience and market knowledge with data
- Redesign decision architectures for complex, cross-border questions
- Use tools for fast, robust decisions in international business
- Clarify responsibility and transparency when using new analysis methods
- Consistently avoid misreading market, country and cultural data
- Win back time for strategic work in international management

Modules build on one another and connect international management, Decision Intelligence and hands-on use of AI. The following pages lead through the entire programme.

Decision Intelligence – faster clarity and better quality in international decisions

Data-driven methods change how you process country and market information, evaluate options and take decisions.

FOCUS AREAS

- Understand data-driven systems and integrate them into international management decision processes
- Use Predictive Analytics and scenarios to spot market developments earlier
- Assess and prioritize country, market and location options systematically
- Use simulations for currency, pricing and investment decisions
- Separate relevant market data from the irrelevant – focus on the essentials
- Secure quality and consistency in decisions across borders
- Increase speed and accuracy in decision-making rounds
- Safeguard decision quality through structured reflection

Strategy & market development in international management

You combine strategic thinking with AI-based methods. The focus: how AI supports the choice of markets, market entry modes and growth paths, and where entrepreneurial leadership remains irreplaceable.

FOCUS AREAS

- Develop future scenarios for international markets, structures and processes with AI
- Assess and validate market attractiveness and country risk with data
- Choose market entry modes deliberately: export, partnership, joint venture, subsidiary, M&A
- Develop niche and focus strategies modeled on the Hidden Champions
- Tailor pricing, portfolio and localization strategies country by country
- Identify international growth and efficiency potential automatically
- Build early warning systems and strategic market dashboards
- Link international management processes with new capabilities in the organization
- Measure the impact of international initiatives with suitable KPIs

Excursions to Hidden Champions – experiencing international management on site

The practical heart of the seminar: on excursions to Hidden Champions and internationally successful companies you see at first hand how focused strategies, closeness to customers and technological depth translate into global market leadership – and what of that will work in your own organization.

FOCUS AREAS

- Analyze and classify the success patterns of Hidden Champions systematically
- Experience company visits, plant tours and on-site dialogue with practitioners
- Challenge international management strategies in direct exchange with senior management
- Understand focus, depth and closeness to customers as the basis of global market leadership
- Shape growth without losing identity, quality and corporate culture
- Get to know international sales and service models from practice
- Observe how mid-sized global market leaders use digitalization and AI
- Evaluate observations in a structured way and transfer them to your own organization
- Use peer learning and network contacts beyond the seminar

PROGRAMME PROGRESS



Strategic market development and excursions to Hidden Champions.

FIELDS OF APPLICATION

Market attractiveness, market entry modes, pricing and localization strategies, early warning systems.

PROGRAMME PROGRESS



Outward impact: culture, communication and markets.

PERSPECTIVE

Put cultural differences to productive use, detect weak signals early, build resilience.

Intercultural leadership and communication in international management

Effective international management depends on understanding and clear communication. The module covers leading at a distance, cultural differences, negotiation and the coordination between headquarters, country subsidiaries and partners.

FOCUS AREAS

- Recognize cultural differences and put them to productive use
- Lead distributed, multicultural teams effectively at a distance
- Sharpen messages for different countries, markets and stakeholders
- Use AI to present complex issues clearly and in several languages
- Prepare international negotiations thoroughly and conduct them with confidence
- Build trust and credibility with partners, customers and authorities
- Define clearly how headquarters and country subsidiaries work together
- Balance AI-supported and personal communication sensibly

Spotting geopolitical shifts, risks and disruptive developments in international management earlier

You analyze geopolitical shifts, market movements and supply chain risks with modern methods – and translate the signals into strategic priorities, resilience and stability.

FOCUS AREAS

- Assess geopolitical developments, trade barriers and sanctions with data
- Evaluate country, currency and payment risks systematically
- Make supply chains resilient: diversification, nearshoring and redundancy
- Analyze competitors, substitutes and new entrants in foreign markets
- Detect weak signals and market shifts early
- Use early warning systems and scenarios effectively in international management
- Build resilience to volatility, price pressure and protectionism
- Professionalize risk management with AI-based models
- Adapt organizational models, responsibilities and interfaces to market dynamics

Governance, ethics and responsibility in AI-supported international management

AI changes not only decisions in international management, but also responsibility, liability and trust – across different jurisdictions.

The seminar does not treat AI as uncritical hype, but as a responsible management instrument for lasting impact and legitimate decisions.

FOCUS AREAS

- Develop governance structures for AI-supported international management
- Clearly define responsibility, liability and roles in the use of AI
- Take account of data protection, compliance and regulatory requirements in several jurisdictions
- Anchor export controls, sanctions and anti-corruption in day-to-day work
- Align ethical guardrails for the use of AI internationally
- Strengthen acceptance among employees, partners and stakeholders
- Address bias and cultural distortion in data and models systematically
- Ensure quality assurance and auditability of AI-supported decisions
- Consistently take sustainability, supply chain due diligence and human rights into account
- Assess and communicate the limits of AI realistically

Shaping organization, innovation and transformation in international management

Digitalization, new business models and changing value chains are raising the demands on international management. You learn to use structure, innovation and transformation as levers in your own practice.

FOCUS AREAS

- Rethink international management in the digital transformation
- Choose the organizational form: central, regional, matrix-based or hybrid
- Find the balance between global standardization and local adaptation
- Understand digital platforms and ecosystems as levers for international growth
- Attract, develop and retain talent across borders
- Establish cross-functional and cross-border decision models
- Embed Data Literacy and AI skills firmly in international teams
- Organize knowledge transfer between headquarters and international markets systematically
- Review the organizational conditions for effective transformation
- Make Change Management work across cultures

PROGRAMME PROGRESS

Responsibility and change: governance, organization, transformation.

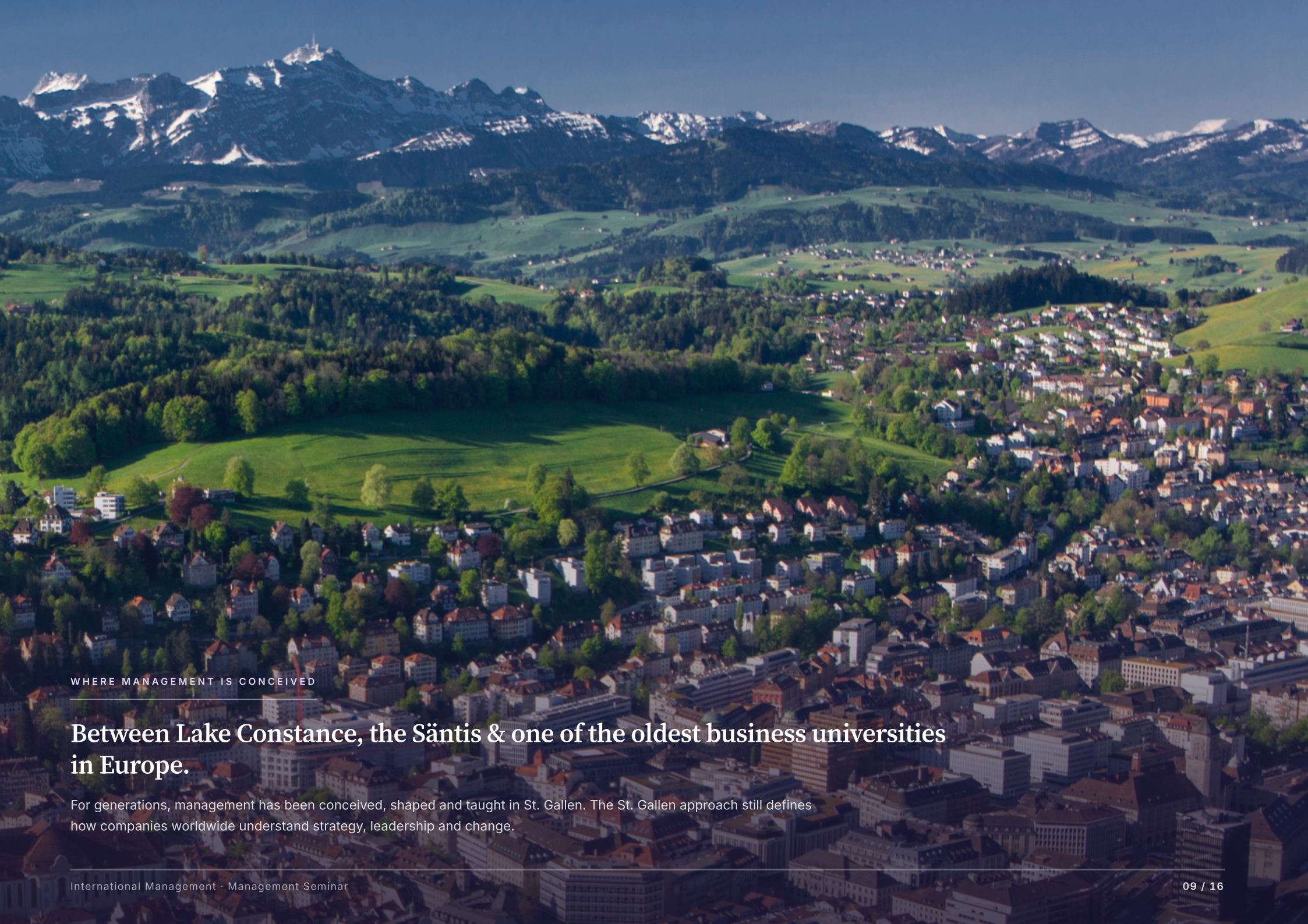
STANCE

AI as a responsible management instrument – not as uncritical hype.



LOCATION

St. Gallen Management Valley



WHERE MANAGEMENT IS CONCEIVED

Between Lake Constance, the Säntis & one of the oldest business universities in Europe.

For generations, management has been conceived, shaped and taught in St. Gallen. The St. Gallen approach still defines how companies worldwide understand strategy, leadership and change.

PROGRAMME PROGRESS

Conclusion: transfer into your own leadership practice.

YOUR RESULT

A personal international management playbook that brings fragmented international activities together and aligns them for joint impact.

Transfer into your own leadership practice

You identify the biggest levers in your own area of responsibility and develop your personal international management playbook – strategically sound and ready to apply directly in your leadership practice.

FOCUS AREAS

- Reflect on your own international management practice in a structured way
- Identify strengths, gaps and untapped potential in your international business
- Translate insights from excursions and case studies into concrete results
- Identify the key levers for markets, organization, communication and governance
- Bring fragmented international activities together and align them for joint impact
- Derive concrete measures for your own area of responsibility
- Set implementation priorities for the next 100 days
- Develop a personal international management playbook for day-to-day leadership

YOUR RESULT

Your personal international management playbook – a practical instrument for turning fragmented international activities into a coherent international leadership practice.

Shaping international management with greater confidence

You will shape international management with greater confidence: you understand how AI changes market decisions, how to combine data and market knowledge sensibly, and how strategy, organization, culture, governance and personal leadership routines interact across borders.

You gain concrete starting points for turning fragmented international activities into a coherent international management practice – with clearer decisions, better communication and closer coordination between headquarters, country subsidiaries and partners. From the excursions to Hidden Champions you take away proven success patterns that can be applied directly.

TANGIBLE BENEFITS

- ✓ Take market, location and market entry decisions more clearly and more quickly
- ✓ Spot geopolitical risks, opportunities and market changes earlier
- ✓ Safeguard international investments and supply chains with data
- ✓ Transfer the success patterns of Hidden Champions to your own organization
- ✓ Sharpen intercultural leadership and communication
- ✓ Use AI responsibly, ethically and in line with compliance
- ✓ Develop a personal international management playbook for day-to-day leadership

YOUR RESULT

A personal international management playbook that turns fragmented international activities into a coherent international management practice.

IMPACT

Clearer decisions, better communication and closer coordination between headquarters, country subsidiaries and partners.

FACULTY

Leading experts from academia and practice – with years of experience in management and strategic leadership.

EXCHANGE

Participants from different functions, industries and markets bring their own experience, questions and perspectives.

NETWORK

StGallen imt Alumni

Five features that make the difference

- 01 **The St. Gallen management approach**
Markets, strategy, culture, decision-making and AI are not treated in isolation but understood as one integrated task of international management.
- 02 **Excursions to Hidden Champions**
Company visits and practical dialogue with global market leaders in their niche – learning on site instead of in the seminar room.
- 03 **Practice, not theory**
Models, methods, case studies and transfer work help you derive concrete measures and a personal international management playbook.
- 04 **Peer-to-peer exchange**
Participants from different functions, industries and markets bring their own experience, questions and perspectives.
- 05 **A basis to build on**
The seminar can serve as a stimulus for your own development and as an entry point to further programmes and seminars at the StGallen imt Business School.

ACADEMIC LEADERSHIP

Learn from leading experts from academia and practice – and benefit from years of experience in management and strategic leadership.



**Prof. Dr.
Christian Abegglen**

ACADEMIC DIRECTOR

President

StGallen imt Business School

YOUR CONTACTS



**Dr. Ulrich
von Bassewitz**

HEAD OF MANAGEMENT SEMINARS



Monika Dutkiewicz

CONSULTATION AND REGISTRATION

Key information at a glance

All the key facts about the “International Management” management seminar – dates and registration are on the following page.

LOCATION	St. Gallen
DURATION	3 days including excursions · optional with ECTS
LANGUAGE	German / English
TARGET GROUP	Managers, emerging leaders, entrepreneurs
INVESTMENT	CHF 2,400 · plus 8.1% VAT
NETWORK	StGallen imt Alumni



“

The StGallen imt Business School was decisive for my path to the executive board. Practical impetus, strategic clarity and valuable perspectives gave me the best possible toolkit for leading a company successfully.

Jonas Gillmann

CTO · DATRON AG

TERMS



Monika Dutkiewicz

CONSULTATION AND
REGISTRATION

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ADDRESS

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Dufourstrasse 150
9000 St. Gallen ·
Switzerland

NOTE

Corporate dates can be
scheduled individually –
contact us.

REGISTRATION

REGISTER ONLINE NOW



Scan the QR code with your smartphone or visit **imtschool.ch** and select the "International Management" seminar.

TERMS

CHF 2,400 · plus 8.1% VAT
3 days · St. Gallen
German / English

NOTE

Corporate dates can be scheduled individually – contact us.

Registration form

International Management · 3 days · St. Gallen

SELECT SEMINAR DATE *

Upcoming date

2027

☐

19.–21.07.2027

St. Gallen

ENGLISH

PERSONAL DETAILS

* Required fields

SALUTATION *

☐ Mr.

☐ Ms.

☐ Other

TITLE

FIRST NAME *

LAST NAME *

COMPANY *

POSITION *

POSTCODE *

CITY *

COUNTRY *

EMAIL *

PHONE *

RETURN THE COMPLETED FORM TO

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