

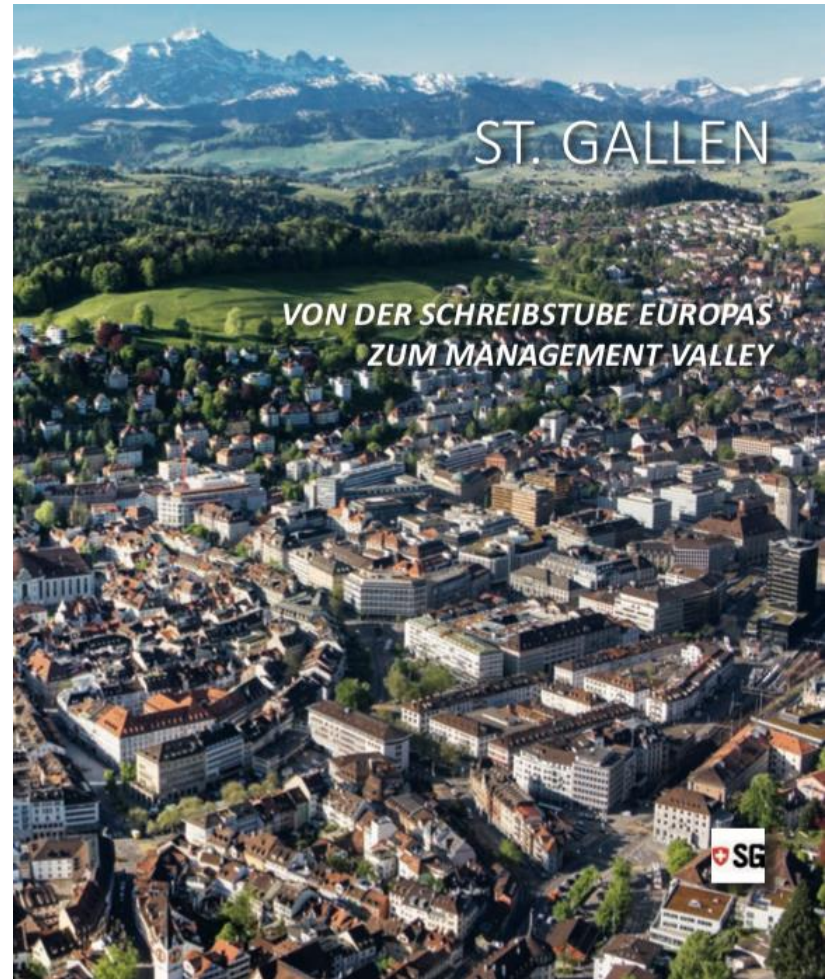
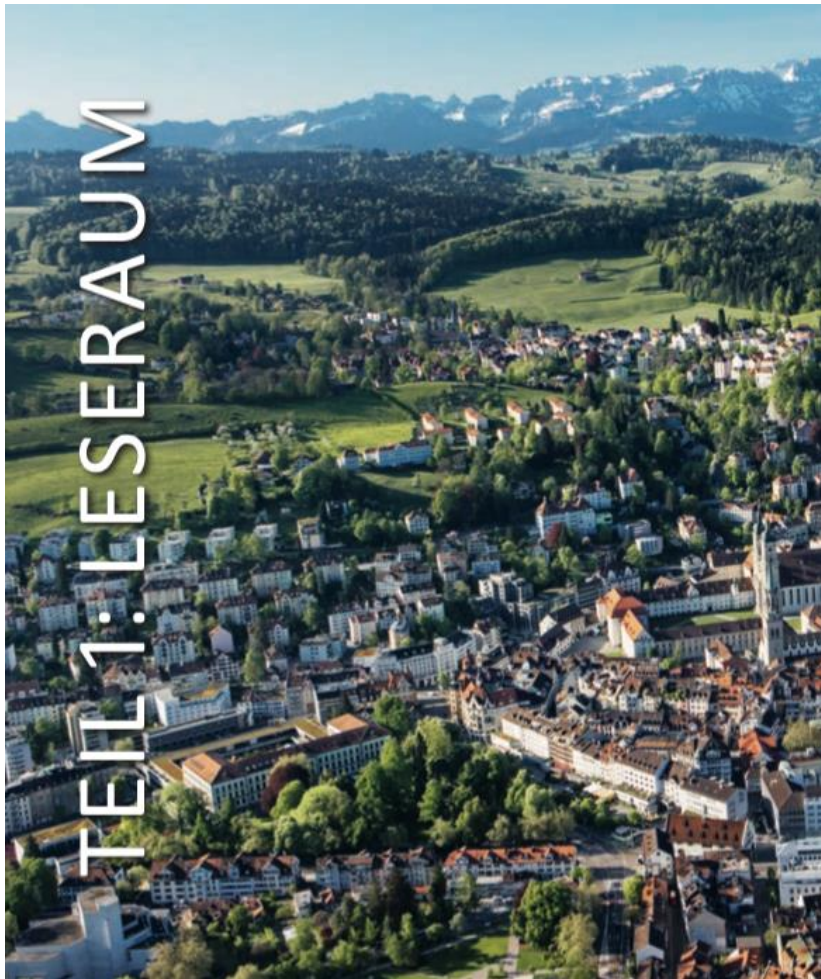


Strategic Management – Summer 2025

CHRISTIAN ABEGGLEN - Bernese Oberland



Management Valley St.Gallen





PUBLICATIONS 08/31/20

Air Freight Logistics Study Switzerland 2020
Facts – Requirements – Trends →

RESEARCH 07/07/20

Study of the logistics market Switzerland →

PUBLICATIONS 11/15/16

Research for companies

Platform for scientific and practical dialogue

Competencies

Contact partner

05/04/20

Association ISCM-HSG
Become a member! →

Management Training

- **Cross-corporate management training and extension courses**
 - Leading training institution in the sector of Management programmes and seminars in the German-speaking world
- **In-house Training**
 - Customised further training concepts and seminars worldwide conducted in German, English, French and Spanish
- **Master's- & Diploma study courses SGBS**
 - Part-time study courses for working professionals with final diploma for experienced managerial staff
 - Master's study courses
- **Alumni Club SGBS**
 - Network of former diploma graduates/seminar participants with regional events in CH, D, A
 - Annual Management & Alumni Congress
- **International Programmes & Co-operations**
 - Seminars in Boston, London, Singapore, Krakow

Management Consulting

- **Specialists for development and implementation of strategies and concepts**
- **Workshop steering for high-performance teams & companies**
- **Management Audits & Assessment Centers**
- **Fixed-term Management**
- **Management Development**
- **Focus points:**
 - Strategy Audit
 - Business Development
 - Structure- & Process Management
 - Marketing & Distribution
 - Finances & Controlling
 - Leadership & Change Management
 - Turn-Around-Management
 - Executive Coaching

Research Projects

- **Business Research Projects**
 - Own business projects under the leadership of Prof. Dr. Dres. h.c. Knut Bleicher and Dr. C. Abegglen on the basis of the St. Gallen Concept
 - Co-operation with research institutes and professors of the University of St. Gallen and international centers of knowledge world-wide
 - Membership of the St. Gallen society for Integrated Management (GIMSG)
- **Business Studies & Case Studies for companies**
 - Company-specific case study development
 - Market research & competition analyses
- **Publications & Tools**
 - St. Gallen Business Books & Tools publishing house with its numerous publications
 - Publisher of the collected writings of Prof. Dr. Knut Bleicher: Milestones in the Development of an Integrated Management
 - Co-operation with publishing houses
 - Own software tools for management

Scientific and pragmatological fundaments



What`s it all about?

Rerum cognoscere causas et valorem (CUE)

Challenging what is and Inspiring what could be (imd)



Entrance of
UEK
University
Cracow

Why are you on the payroll of your company?

Lessons learnt – short speech

Lessons learnt – ask a consultant

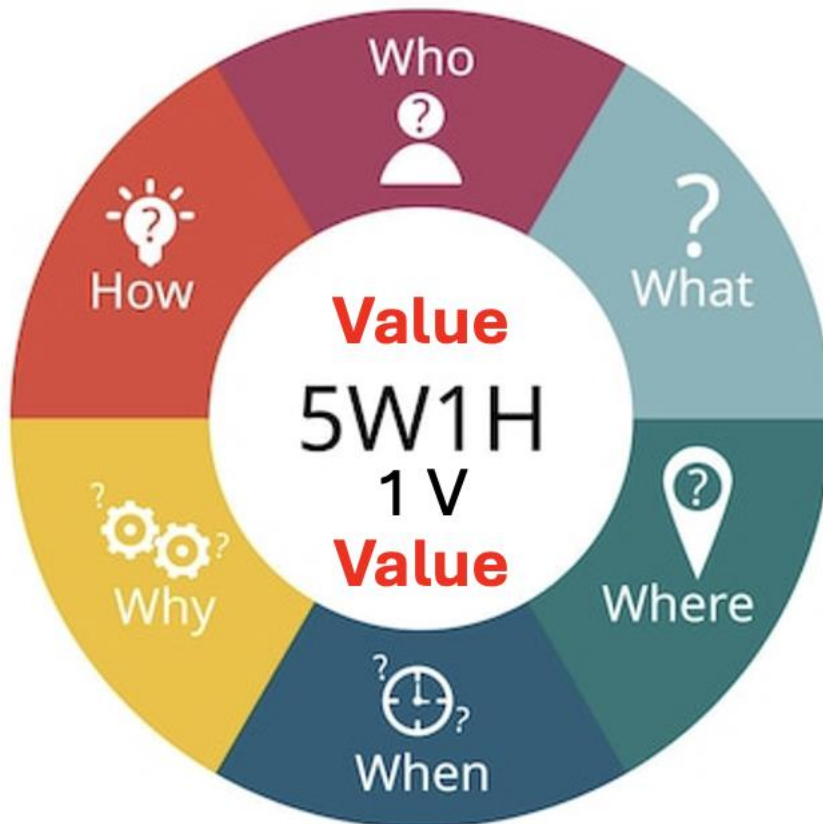
Lessons learnt: Build your team

Your Objectives concerning this lecture

W-take vs. L-take

Value Objectives: Individuals – Company - Society

How to – think, communicate and learn with Acronyms



72

$$K_t = K_o \cdot (1+i) \quad ??$$

Acronyms and Visuals – Memory aids

STP / 4F/9F Communicate with visuals

SIIEEC How to communicate

CCSMWB Memory Aid donkey bridge

N – S – O Perspectives

HILF H/L-Frequency vs. H/-L-Impact

How to – build a structure I

MARKET | PRODUCTS | FINANCES | RESOURCES



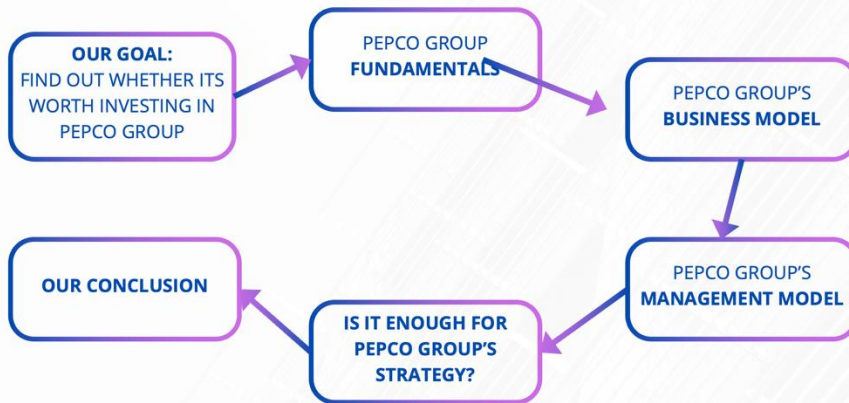
• Investment in developing employees;
• Initiatives and programs for employees

The Peppercorn Group currently has employing 47,487 people. The vast majority (nearly 90%) work in stores, and the rest in our distribution centers and offices throughout Europe.



MANAGEMENT MODEL

METHODOLOGY

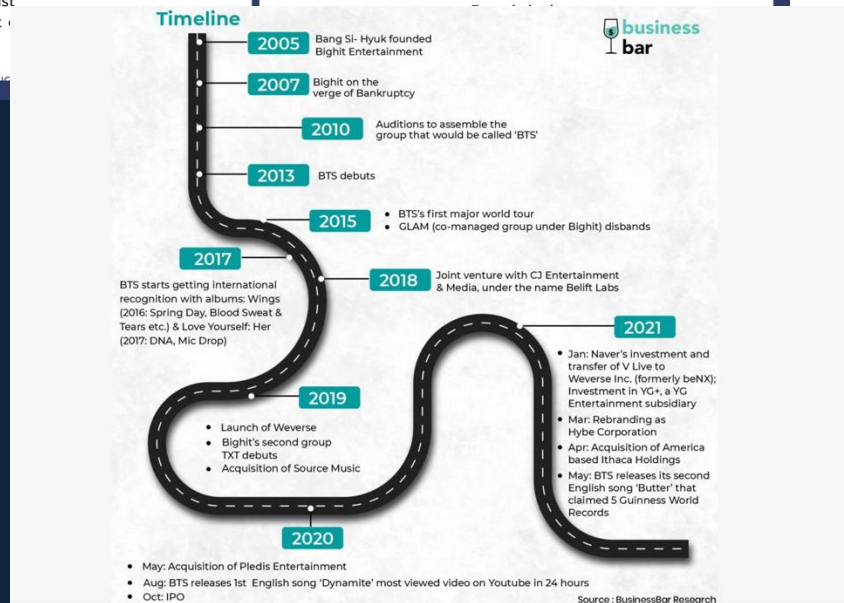
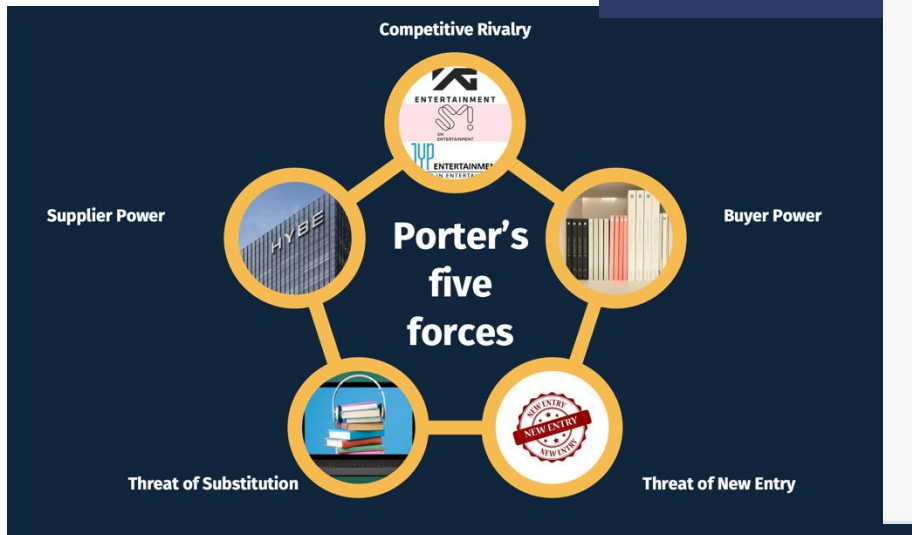
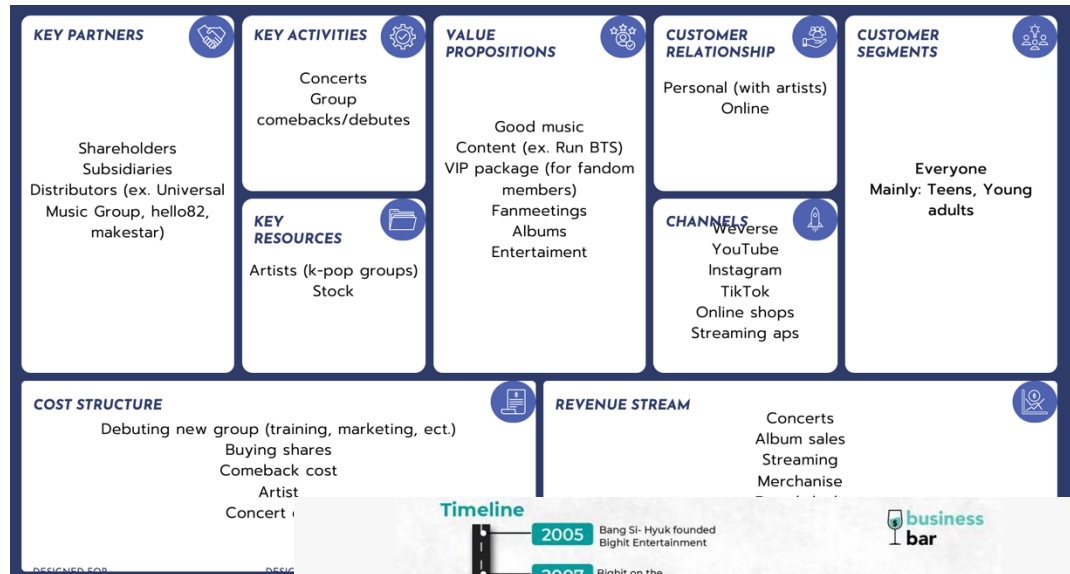


CONSTITUTION • BOARD OF DIRECTORS OVERSEES STRATEGY IMPLEMENTATION AND REGULATIONS	VISION • BECOMING BIGGEST AND BEST DISCOUNT VARIETY BUSINESS IN EUROPE	CULTURE • CUSTOMER FOCUS • TEAMWORK AND COLLABORATION • INTEGRITY AND RESPECT
ORGANIZATION • 4 BRANDS WITH DIFFERENT LEADERSHIP BUT THE SAME STRATEGIC FRAMEWORK • VERTICAL INTEGRATION • FLAT HIERARCHY	STRATEGY • EXPANDING STORE NETWORK, ENHANCING THE CUSTOMER OFFER, DRIVING COST AND OPERATIONAL EFFICIENCY, INVESTING IN INFRASTRUCTURE	LEADERSHIP • SUPPORTIVE LEADERSHIP • DECENTRALIZED DECISION-MAKING • WHISTLEBLOWER
PROCESSES • ESTABLISHED PROCEDURES • PROCESSES OFTEN CONTROLLED AND MEASURED BY DIGITAL TECHNOLOGIES • SIMILAR THROUGHOUT THE WHOLE GROUP	TASKS • ALLOCATE RESOURCES FOR FURTHER DEVELOPMENT • CONTINUOUS IMPROVEMENT OF CUSTOMER SERVICE • SUPPLIER RELATIONSHIP	ACTIONS • OPEN COMMUNICATION • EMPLOYEE ASSISTANCE PROGRAMS • GRIEVANCE MECHANISMS

How to – build a structure II

AGENDA

1. General information
2. Iceberg model
3. Porter's five forces
4. Business model
5. Marketing
6. Data analysis
7. Business problems
8. Invest?



Build your pyramid – what you need to achieve your goals

Work

Content

Skill

Process – How to

System

Persuade – Comm.

Implement

Individual working techniques – Personal “Zettelkasten”

Strategy and Black Swans

**Snoozed on the exchange news,
woke up to a crypto freeze**

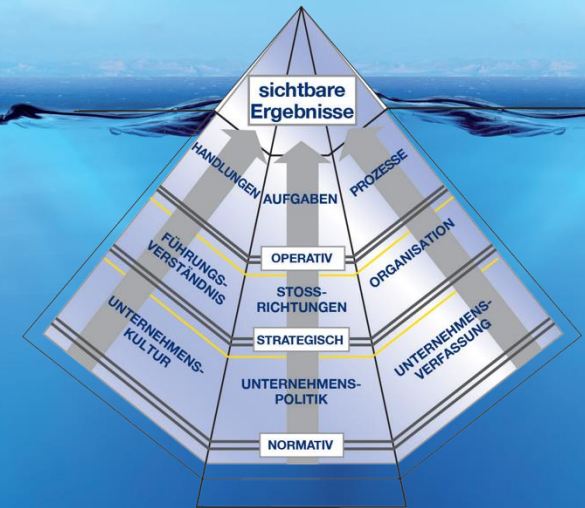
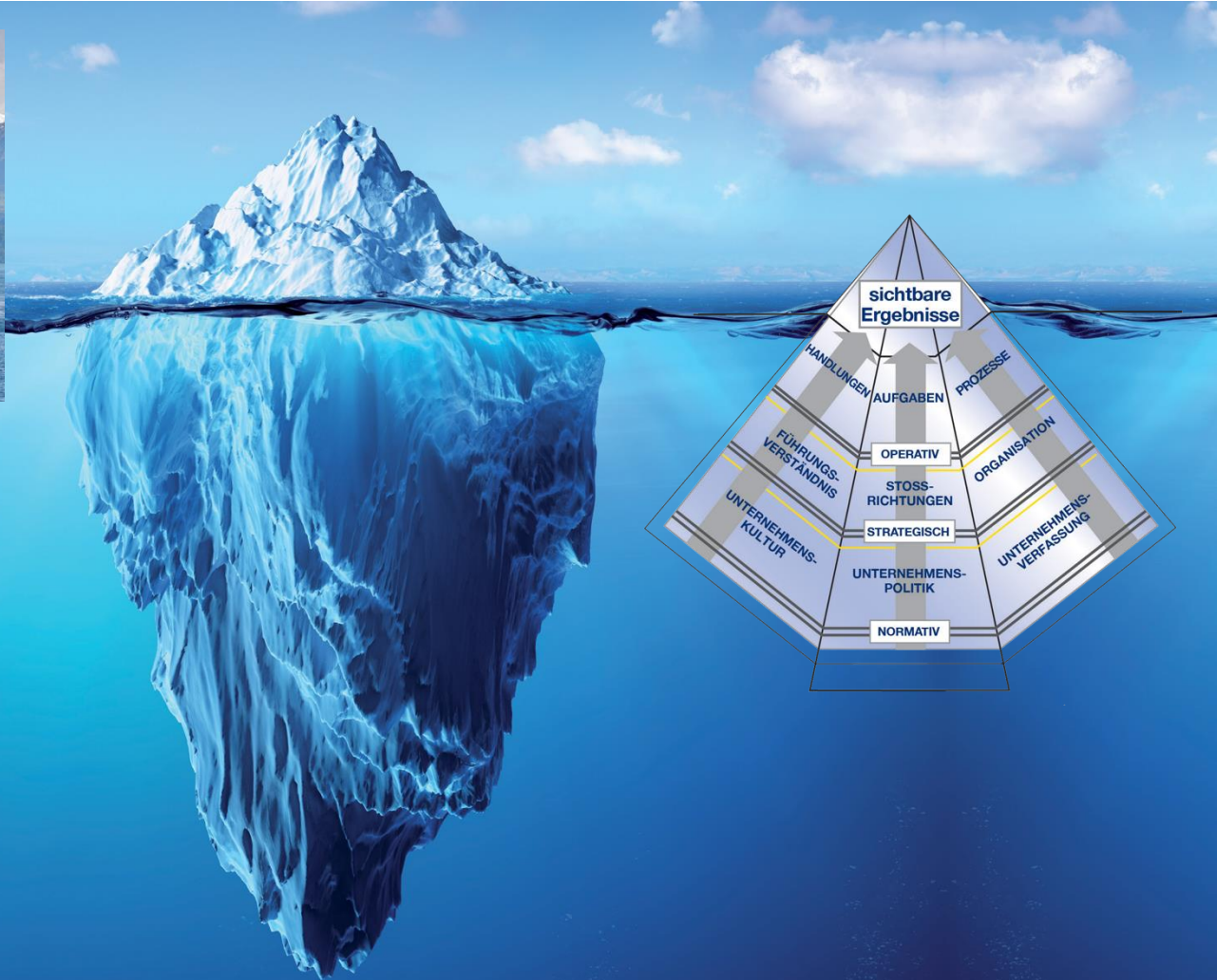
FOMO'd in at the peak, now holding bags

Just aped into the wrong liquidity pool, fml

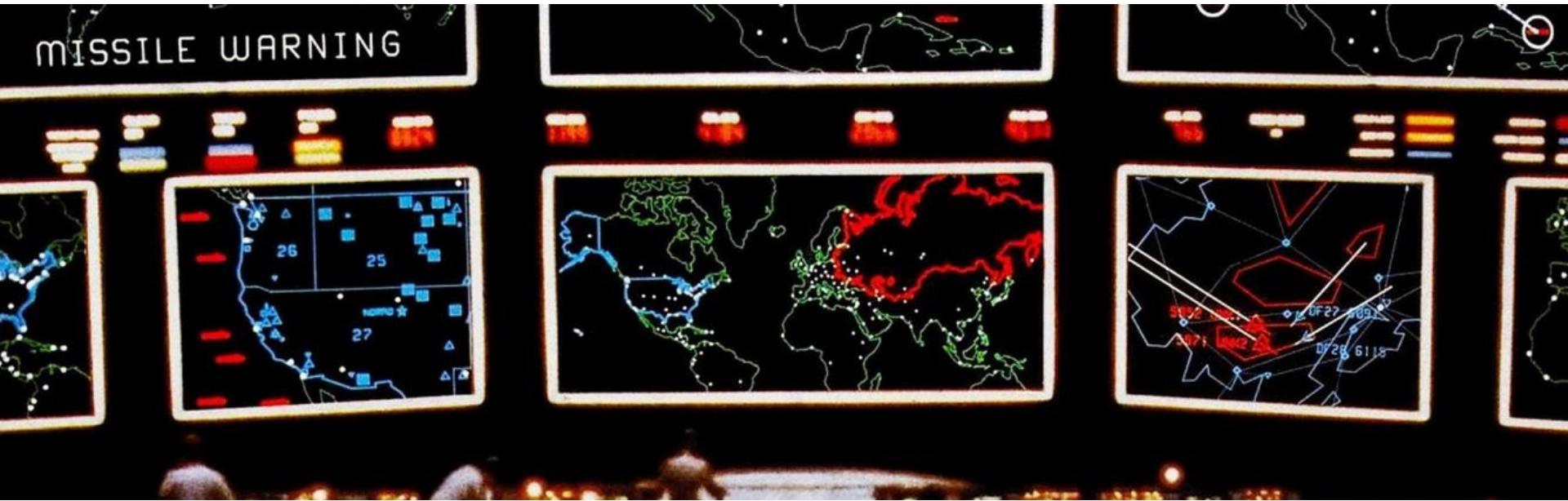
Shilled by a moonboy YouTuber, took the L.

That darn bridge got rugged, bruh.

ICEBERG AHEAD?



MISSILE AHEAD?



EMERGENCY ALERTS
Emergency Alert
BALLISTIC MISSILE THREAT
INBOUND TO HAWAII. SEEK
IMMEDIATE SHELTER. THIS IS
NOT A DRILL.

Missile Warning System

Production AND testing environment

SEND Missile alert

TEST Missile alert

Checking Dashboard:
Iceberg / Missile ahead?

OR:

Business as usual and
optimization?

Do we have to
Reinvent or is
Optimizing enough?
Explore vs. Exploit

What`s it all about?

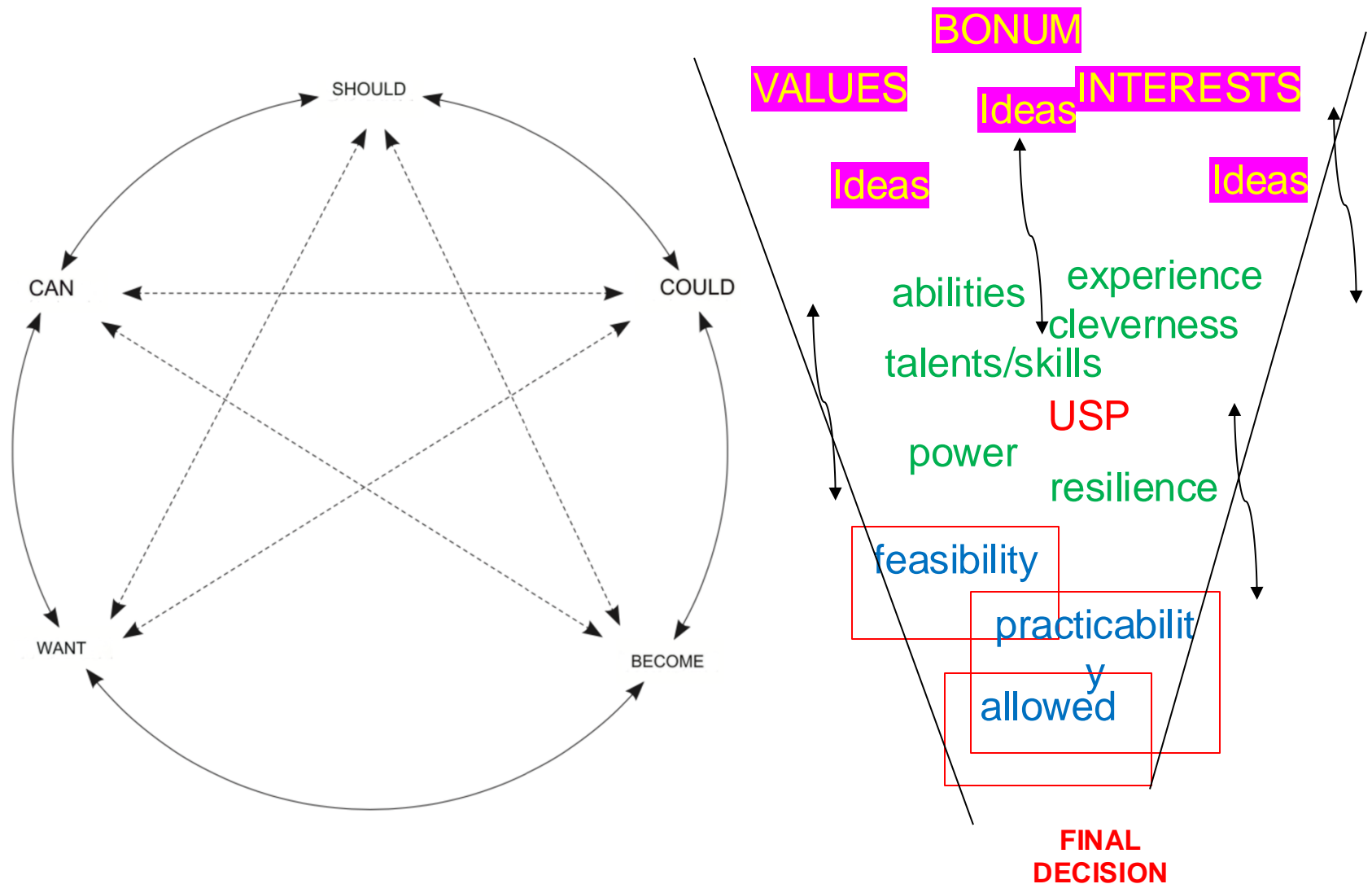
Rerum cognoscere causas et valorem (CUE)

Challenging what is and Inspiring what could be (imd)

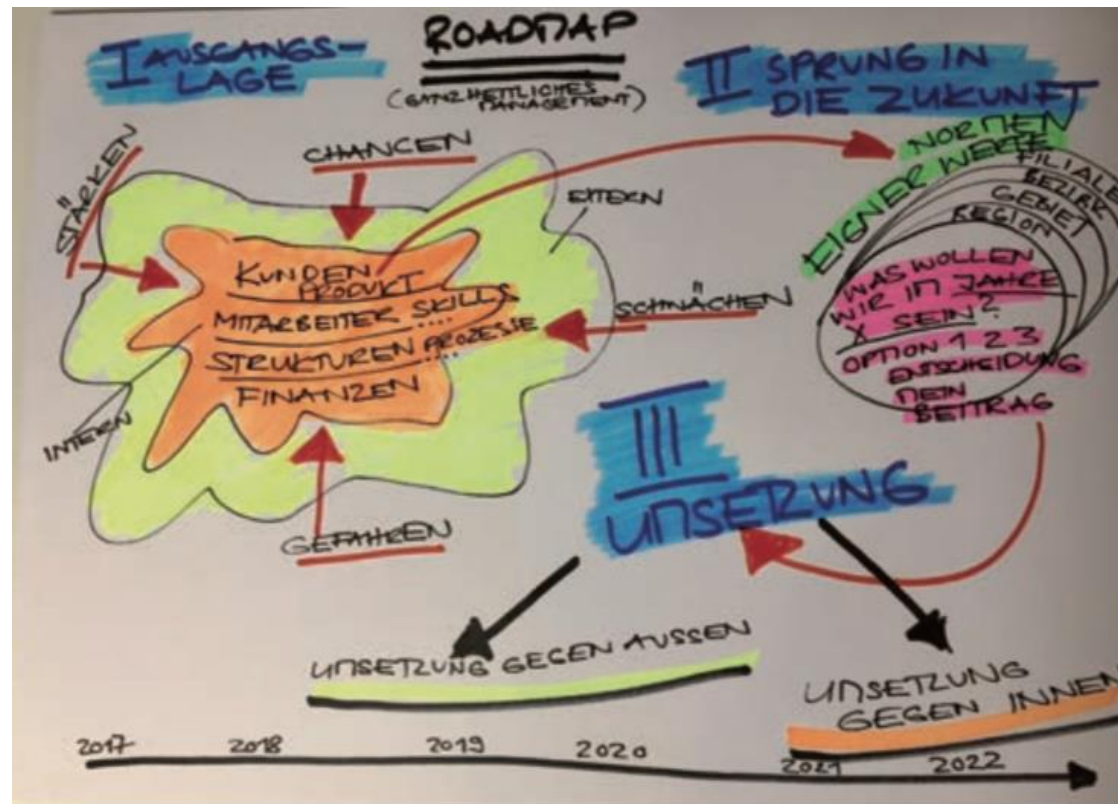


Entrance of
UEK
University
Cracow

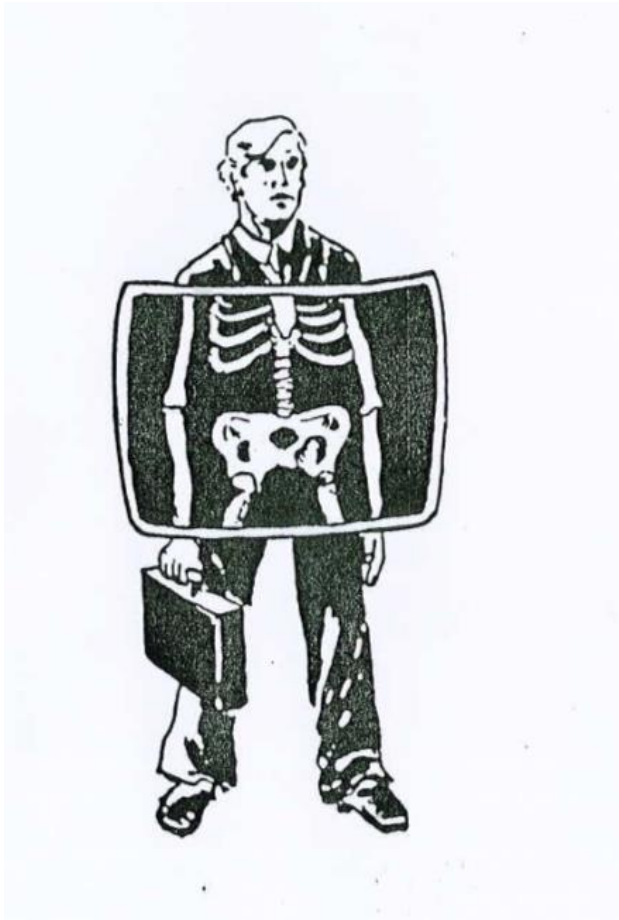
Iterative Thinking



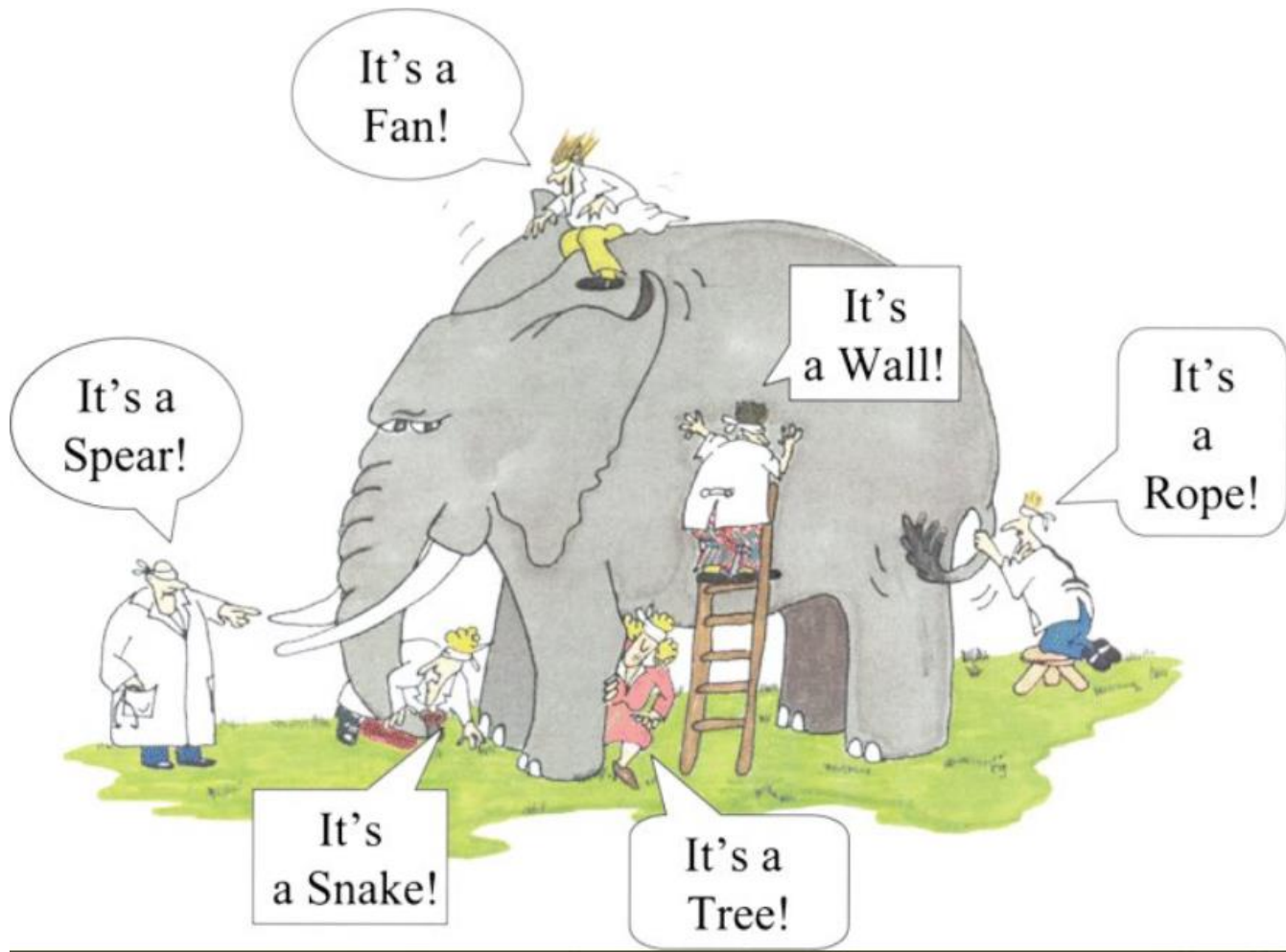
Create your own framework



Analysing - Rerum cognoscere causas

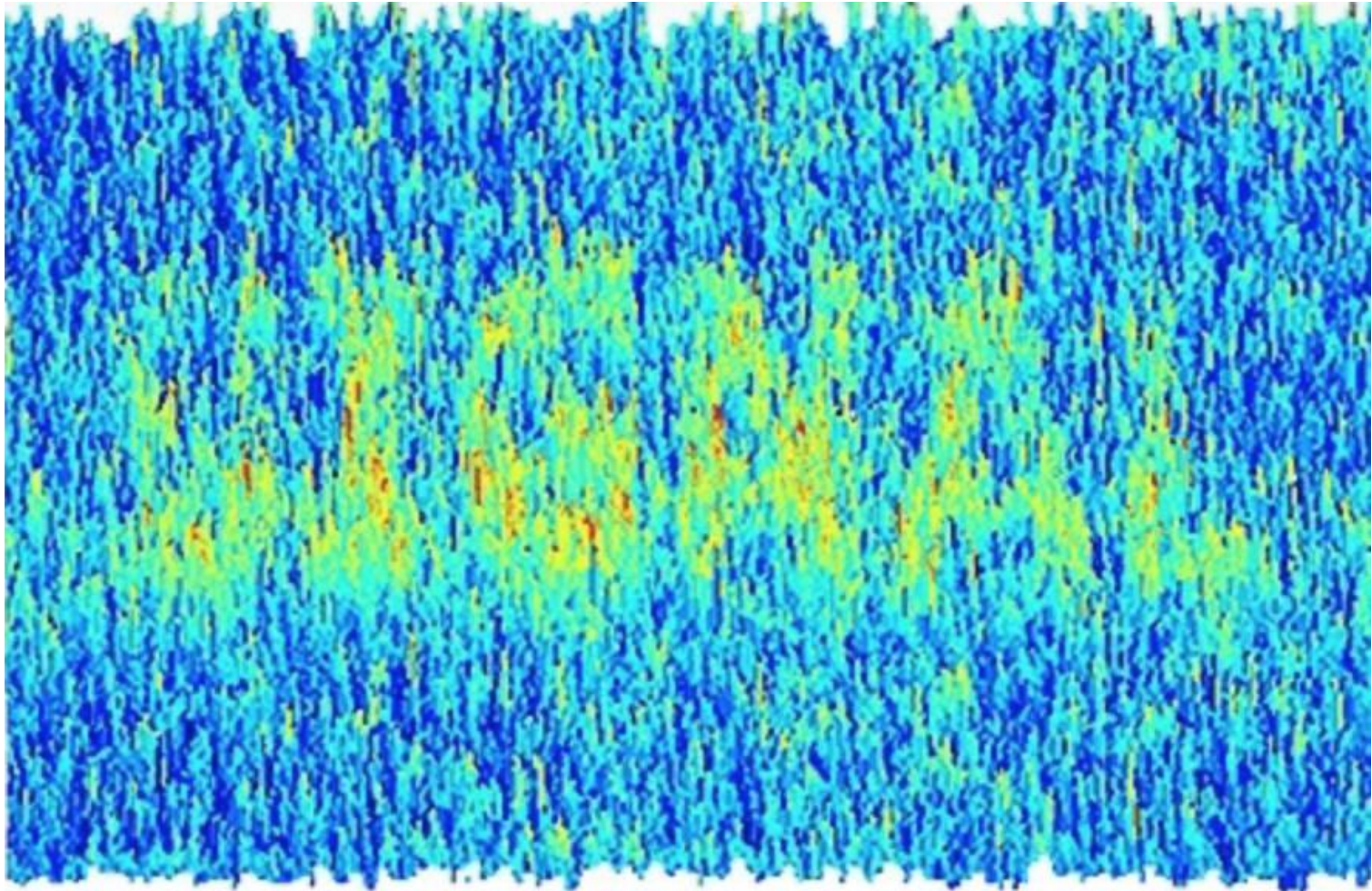


The need of a framework/concept for a holistic view



Source: compare with Mintzberg, Bed time stories for managers

What is going on? What is visible?





B



*What is going
on in the
world
outside?*

Current Position?

«**BONUM**»

Viability

Survive - Prosper

Position in Future?

Um Sinnhaftigkeiten, Leitideen, Ziele und Lösungen im übergeordneten Kontext erkennen und einordnen zu können, braucht es oft den Blick von weit oben. Das heißt allerdings noch lange nicht, dass sich der erste Eindruck bei genauerem Hinsehen als richtig erweist. Man sollte stets davon ausgehen, dass man sich gerade auch täuschen kann. ◈

Dr. Manfred Wittenstein
Aufsichtsratsvorsitzender
WITTENSTEIN SE

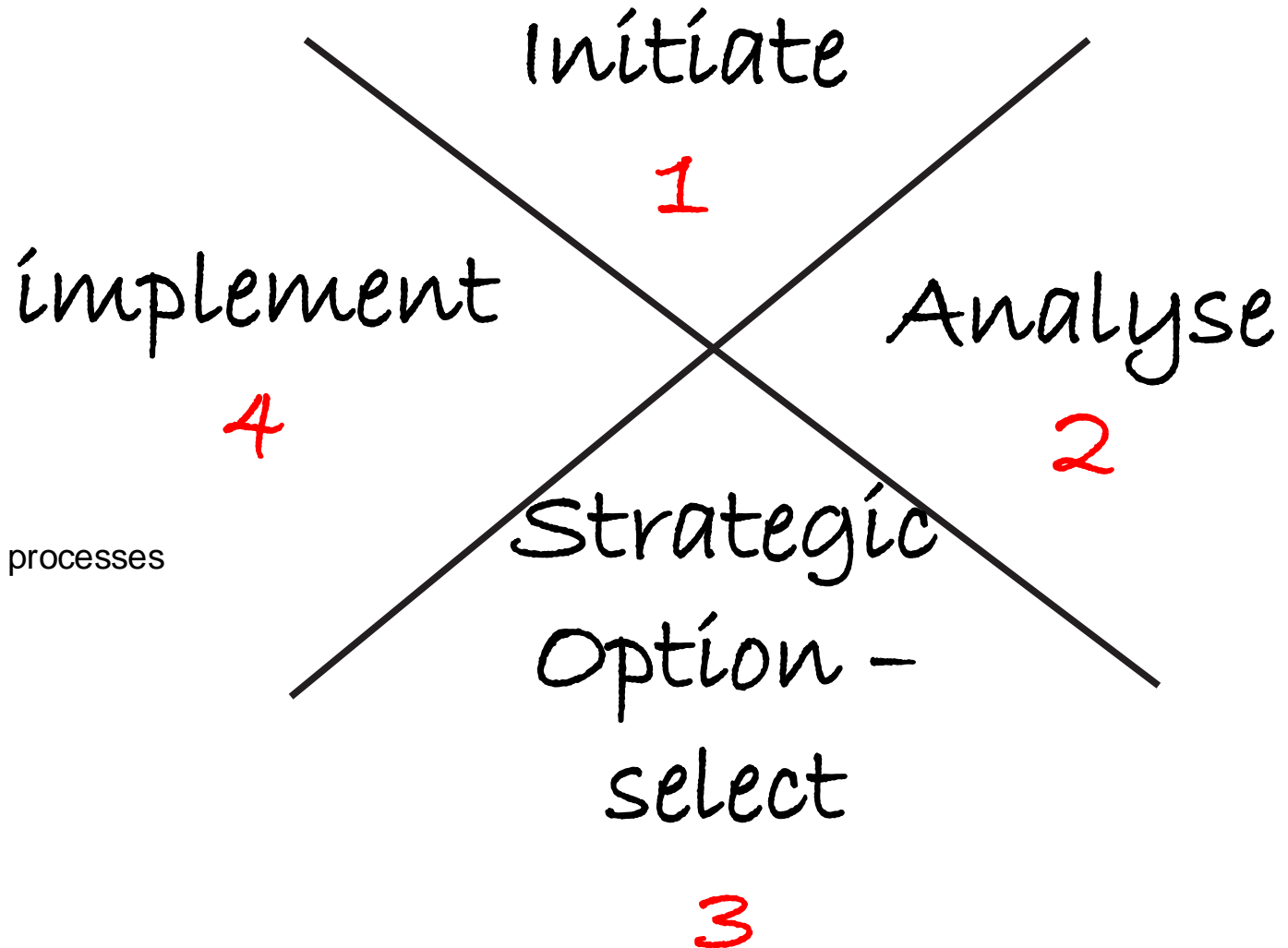
□
Δ D D

IS THERE A SECRET SAUCE?

Is there a receipt for success?



How we learn & think – Knowledge Navigator



Circular – Iterative processes

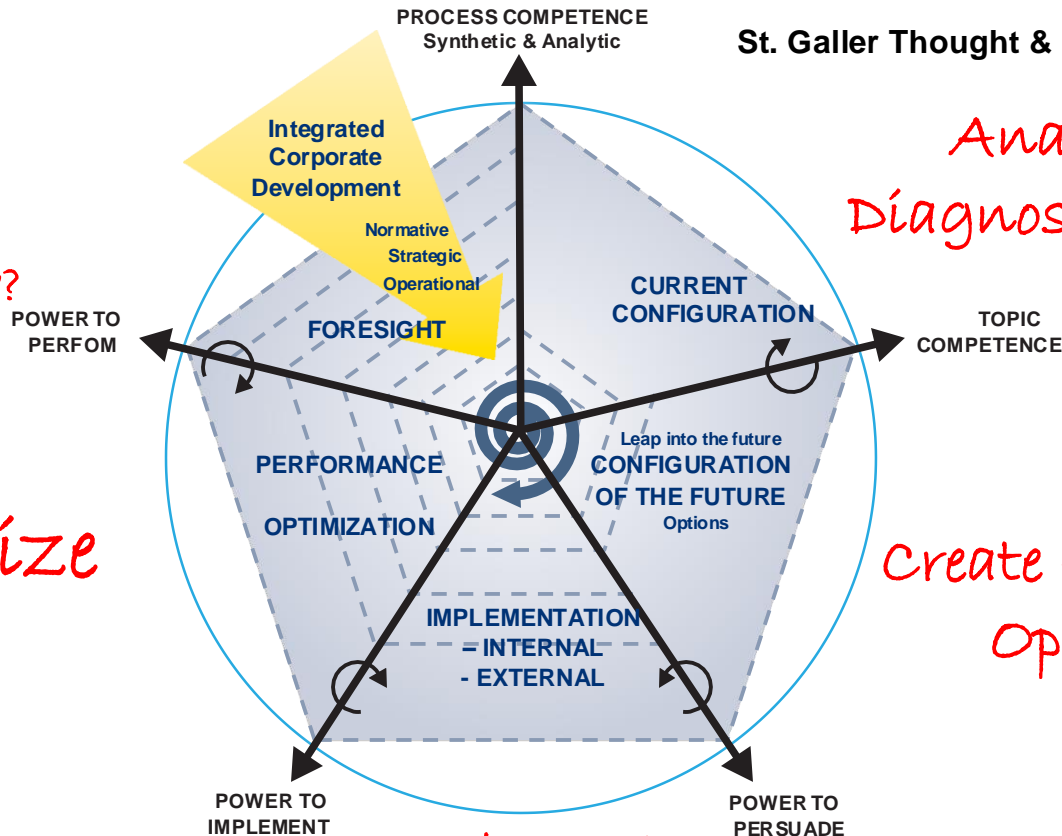
How we learn & think – Denk & Wissensnavigator

How to develop a strategy

Clarify

- problems ahead?
- sustain / exploit or explore/renew?

optimize



St. Galler Thought & Knowledge Navigator

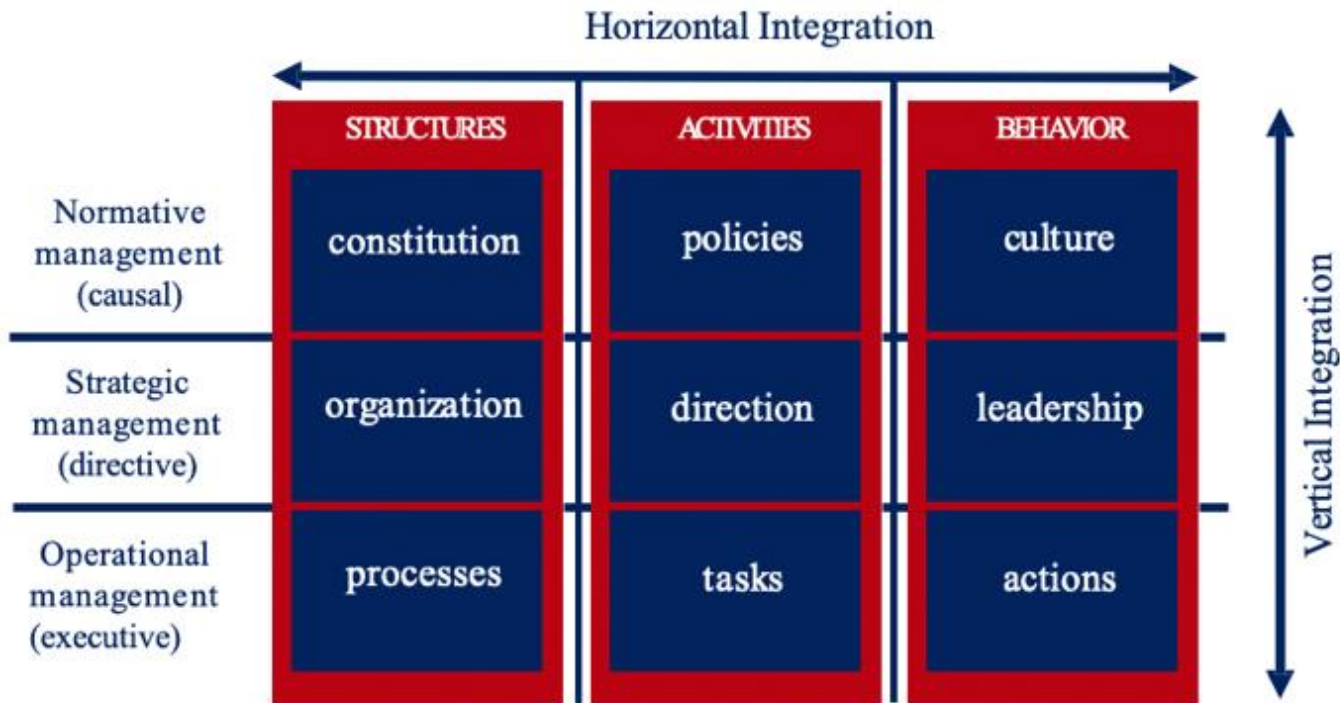
Analyse -
Diagnosis Causes

Create - choose -
Options

Implement -
Commit

StGallen Concept – Knut Bleicher

The StGallen Concept helps to renew and optimize continually your business

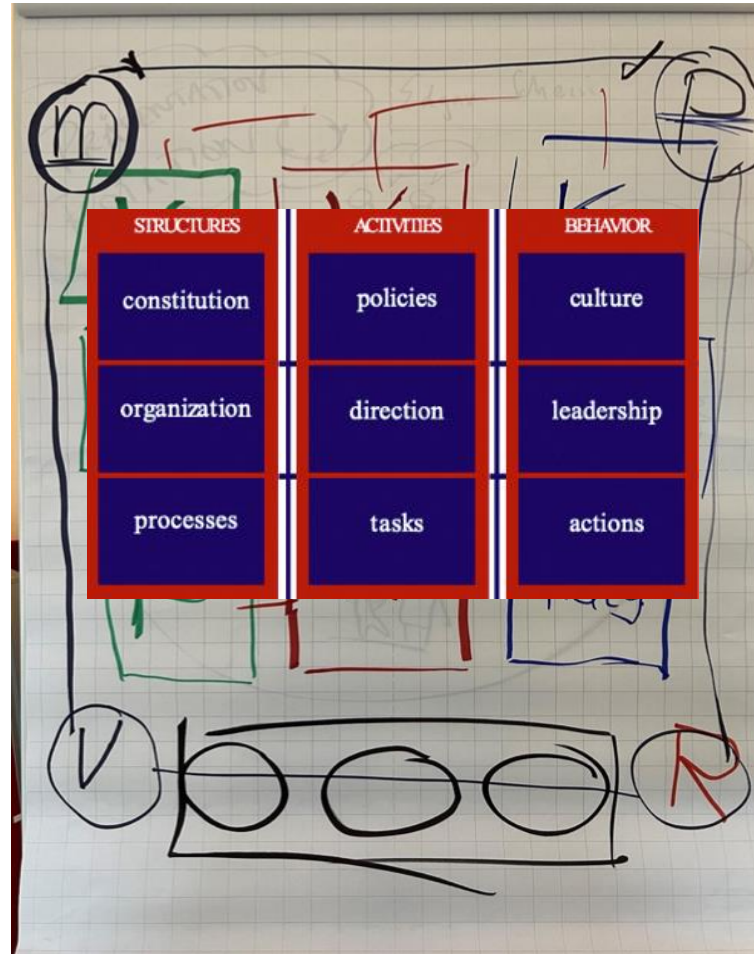


StGallen Concept – Knut Bleicher

The StGallen Concept helps to renew and optimize continually your business (business model)

Market
Who?
(Customer)

(Financials
Value)



Product
What?

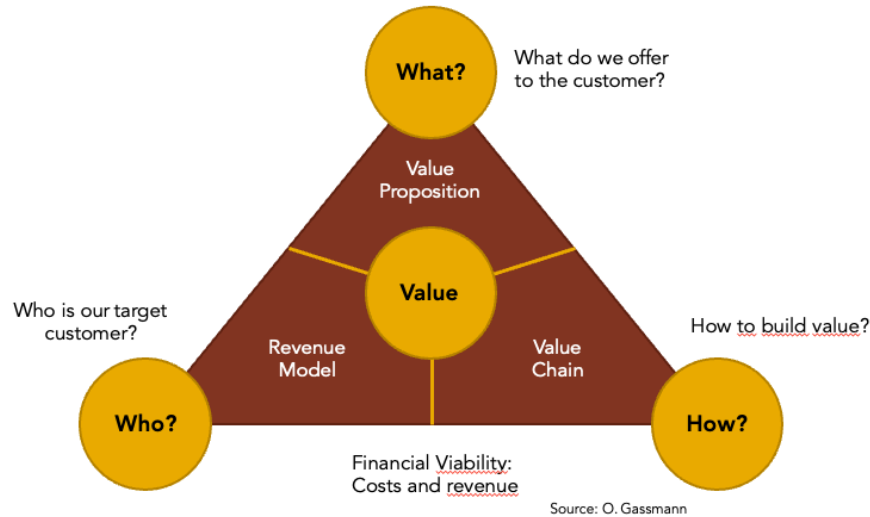
PKP

HOW

People/Partner,
Knowledge, Power (Brand,
Key success factors,
Abilities, capabilities etc.)

StGallen Business Model – Oliver Gassmann

Market
Who?
(Customer)



(Financials
Value)

Product
What?

PKP

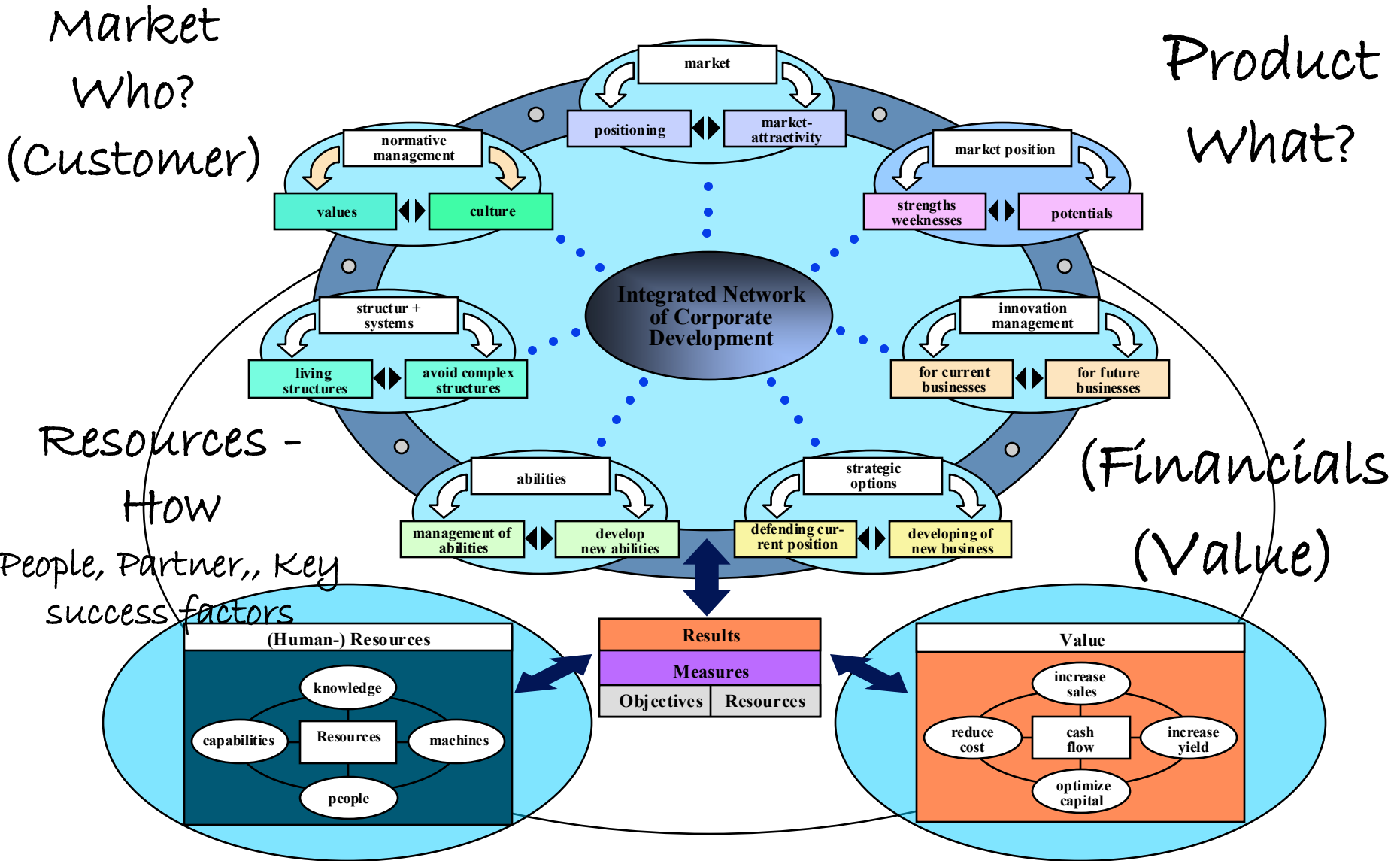
HOW

People/Partner,
Knowledge, Power
(Brand, Key success
factors, Abilities,
capabilities etc.)

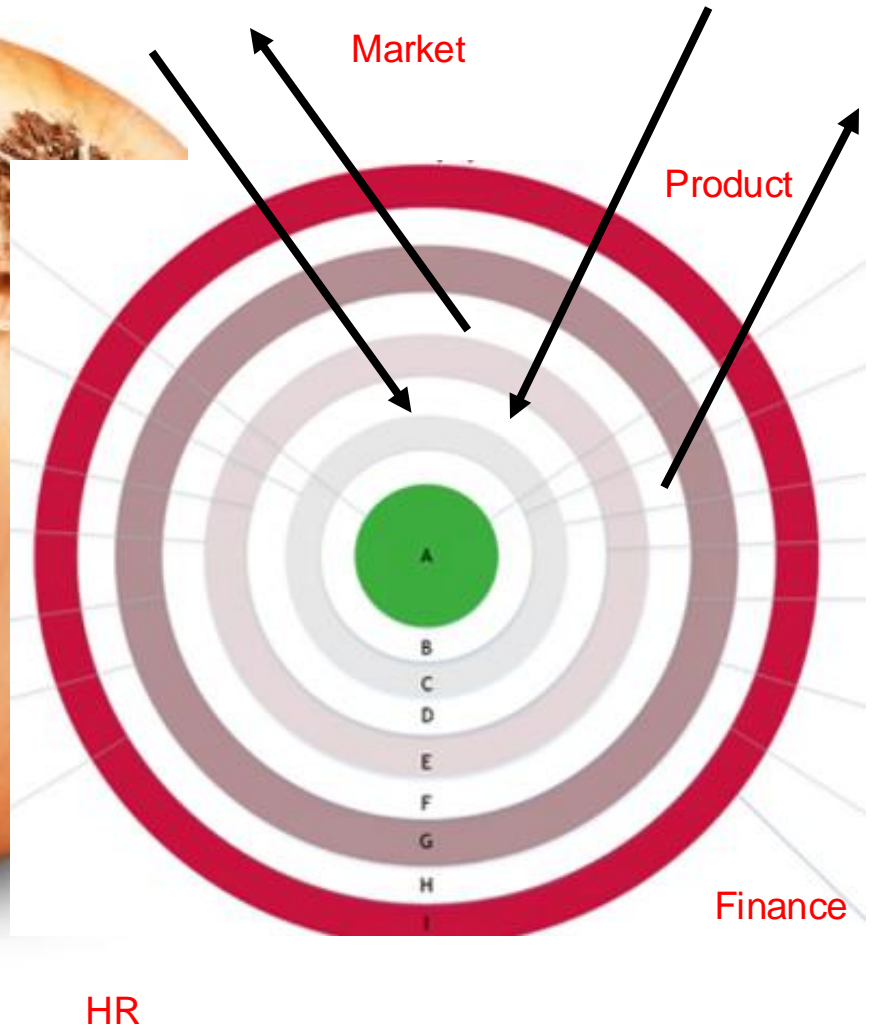
Business Model vs. Management Model

Business vs. Management Mechanics

StGallen Concept – in a nutshell



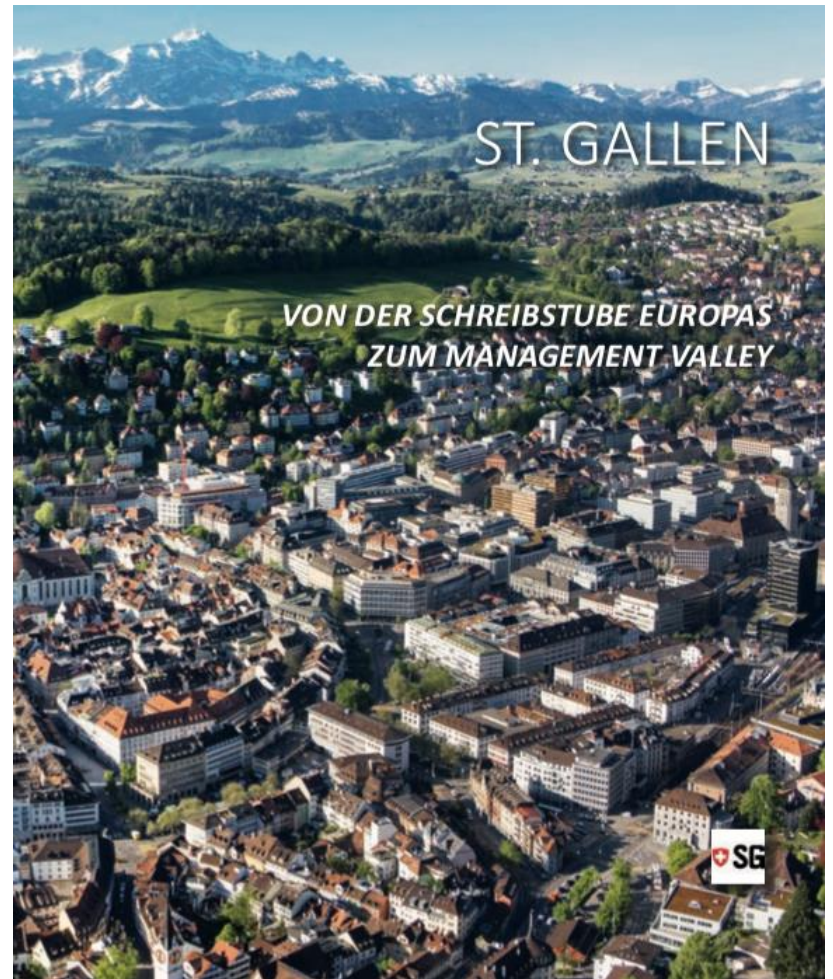
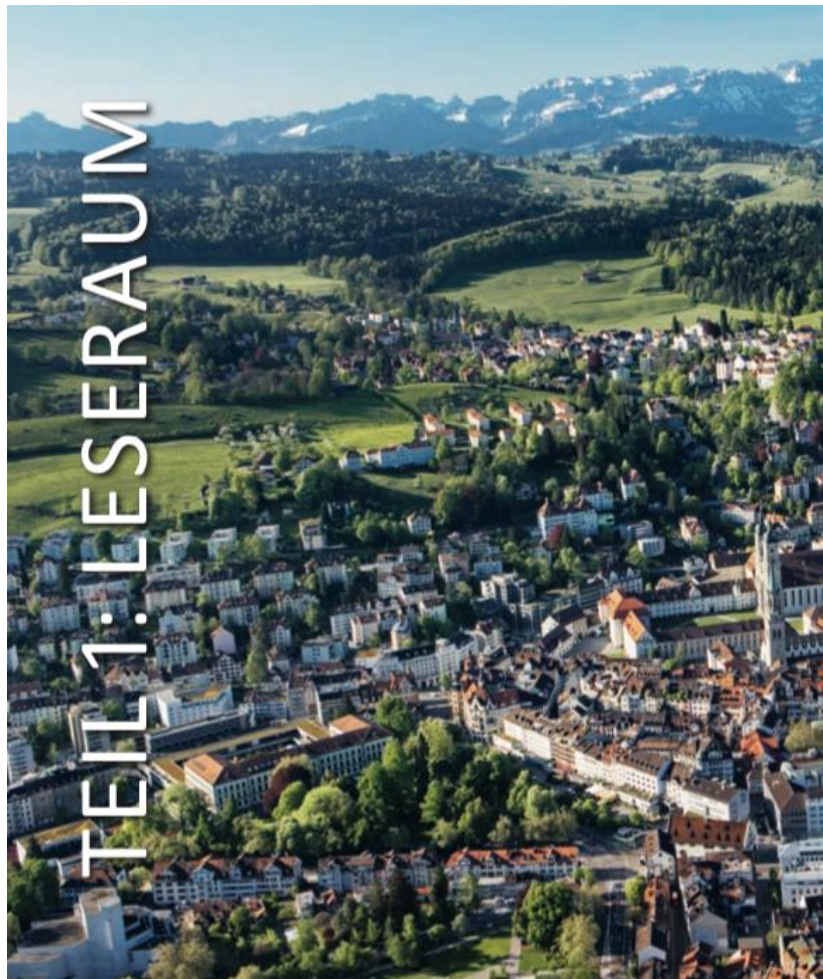
Onion-Skin Principle



Many models and concepts



MANAGEMENT VALLEY ST.GALLEN



OVERVIEW SWITZERLAND



KNOWLEDGE EXPERTS 1400 AGO - SCRIPTORIUM



Famous
Monastery library
-
World heritage

1898 START OF HANDELSHOCHSCHULE ST.GALLEN



... Managers were already in demand 100 years ago...

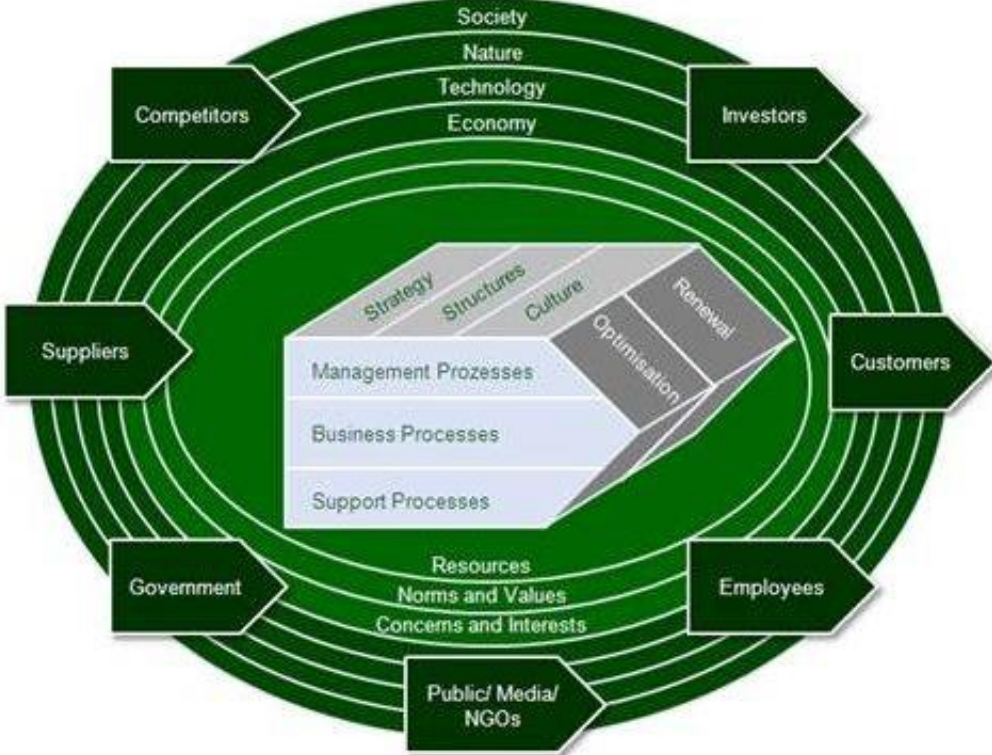








IDEAS BEHIND ST.GALLEN MODELS IN THE 1970s

Change ahead? SUBSTITUTION / VOLATILITY AS THE NEW NORMAL?



SCIENTIFIC AND PRAGMATICAL FUNDAMENTS



-  Stakeholders
-  Interaction Issues
-  Environmental Spheres
-  Processes
-  Structuring Forces
-  Modes of Development

© Johannes Rüeegg-Stürm, University of St.Gallen

BASED ON: HANS ULRICH - KNUT BLEICHER



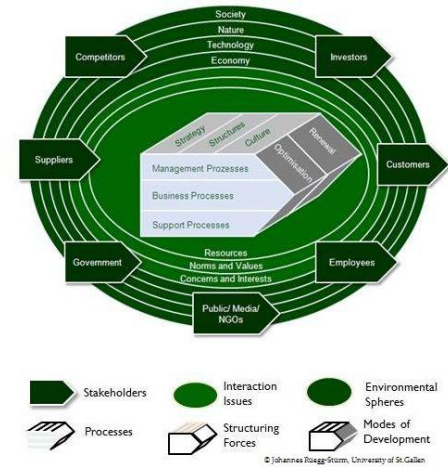
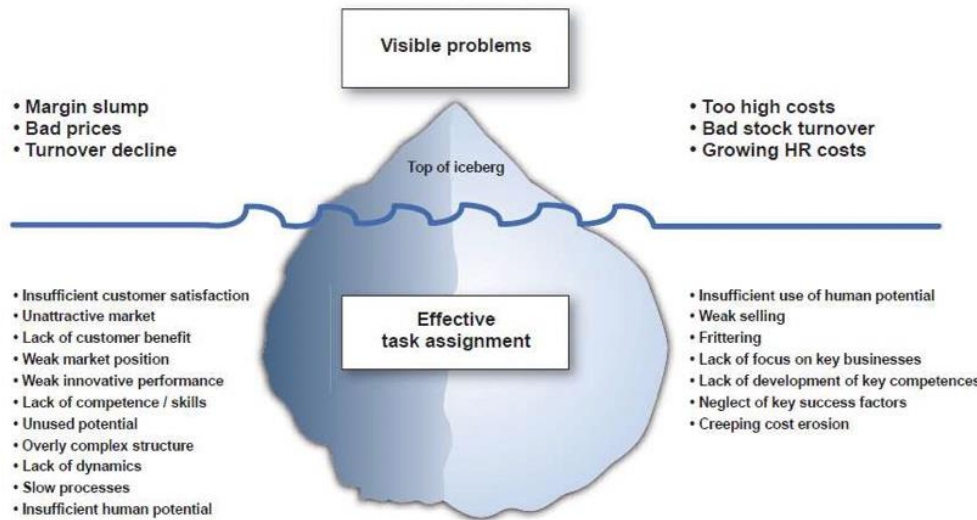
Abegglen beim kritischen Review der 7. Auflage von Management im Jahre 2004



Knut Bleicher - In Memoriam

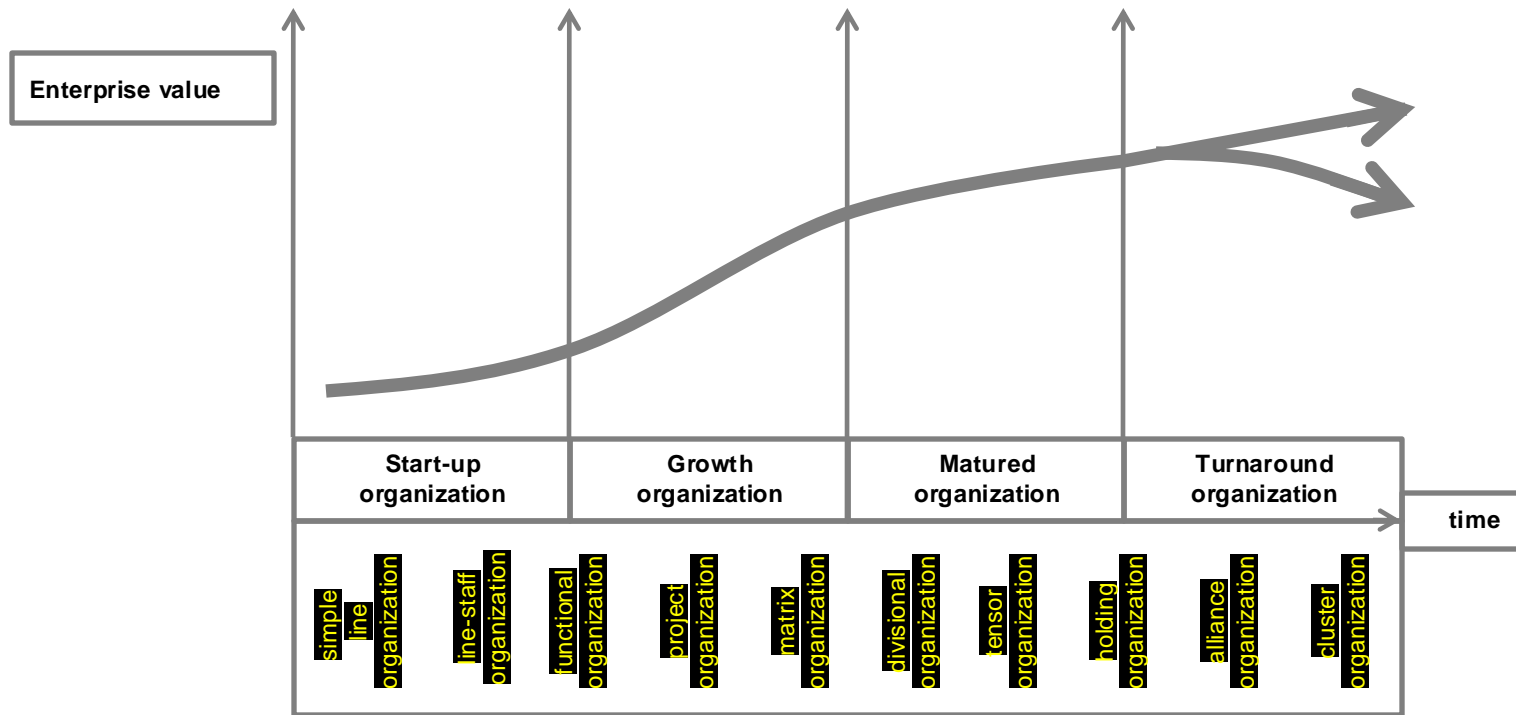


BASED ON: HANS ULRICH - KNUT BLEICHER



Why all this? Companies stumble in their evolution from one crisis to the next...

- or: the organizational life cycle



constant changes from phase to phase

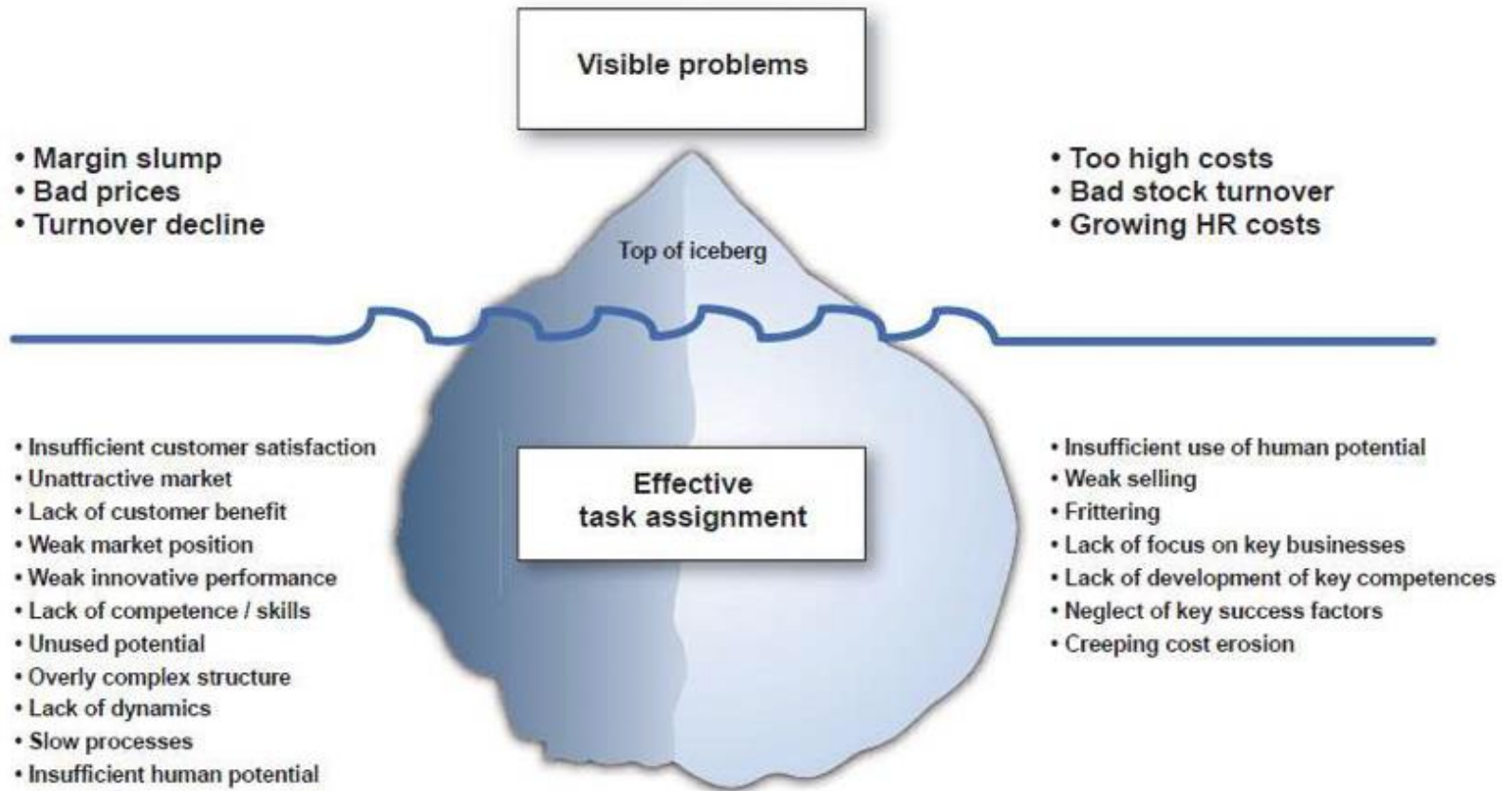
Conclusion: you need Concepts and Instruments



Tools are not enough – practical application is necessary



Visible problems of your company vs. effective tasks

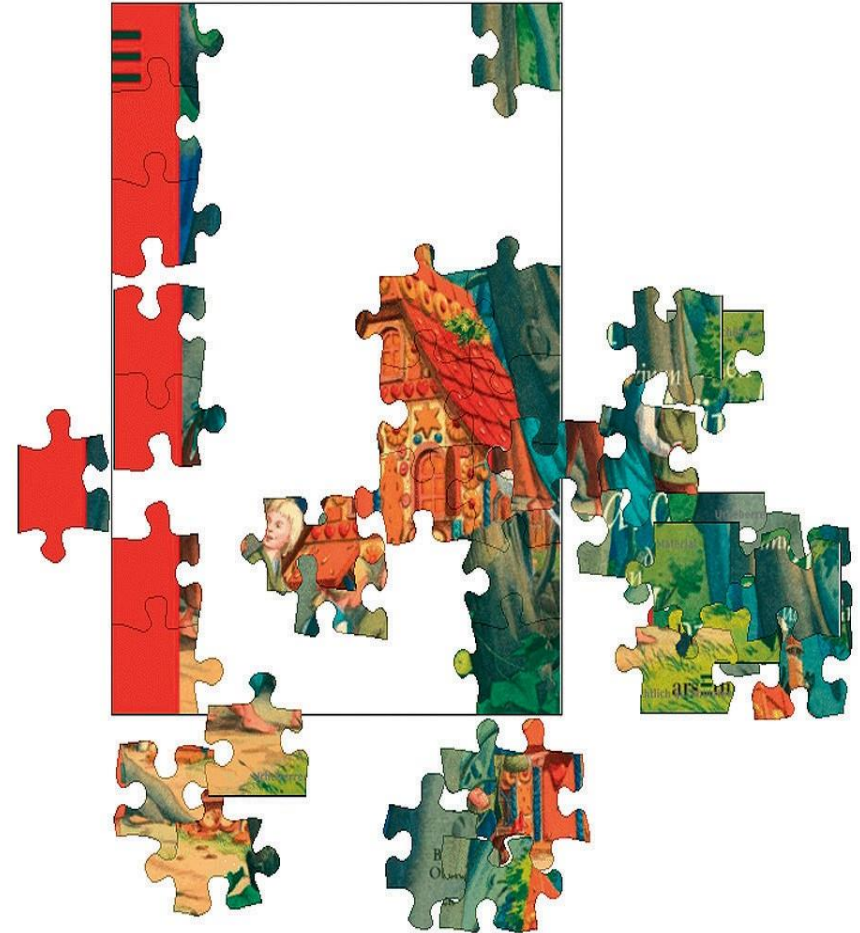
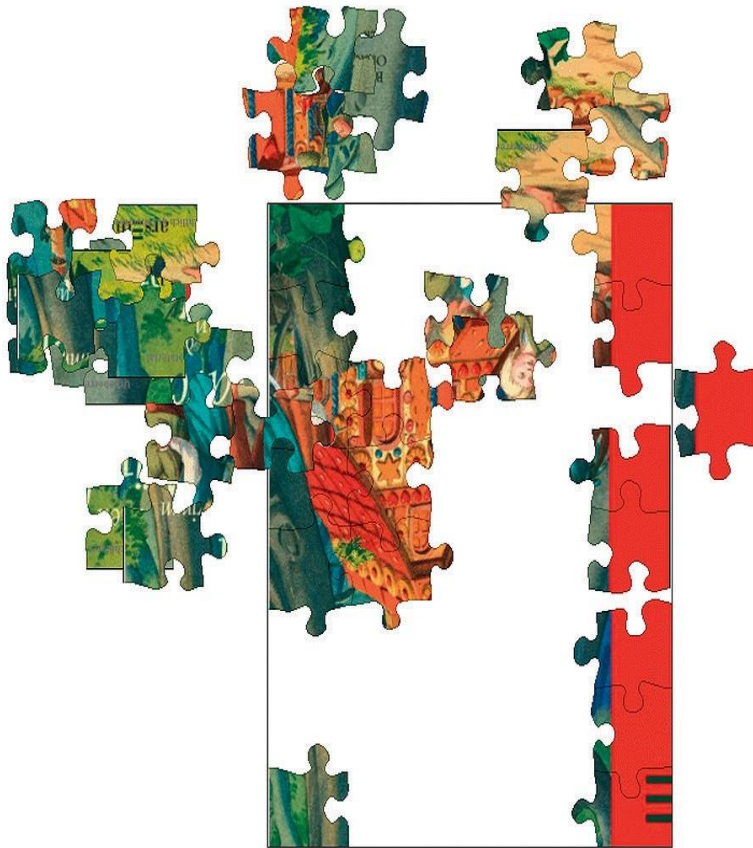


What is the situation in your company?



Current situation: What is going on, inside - outside

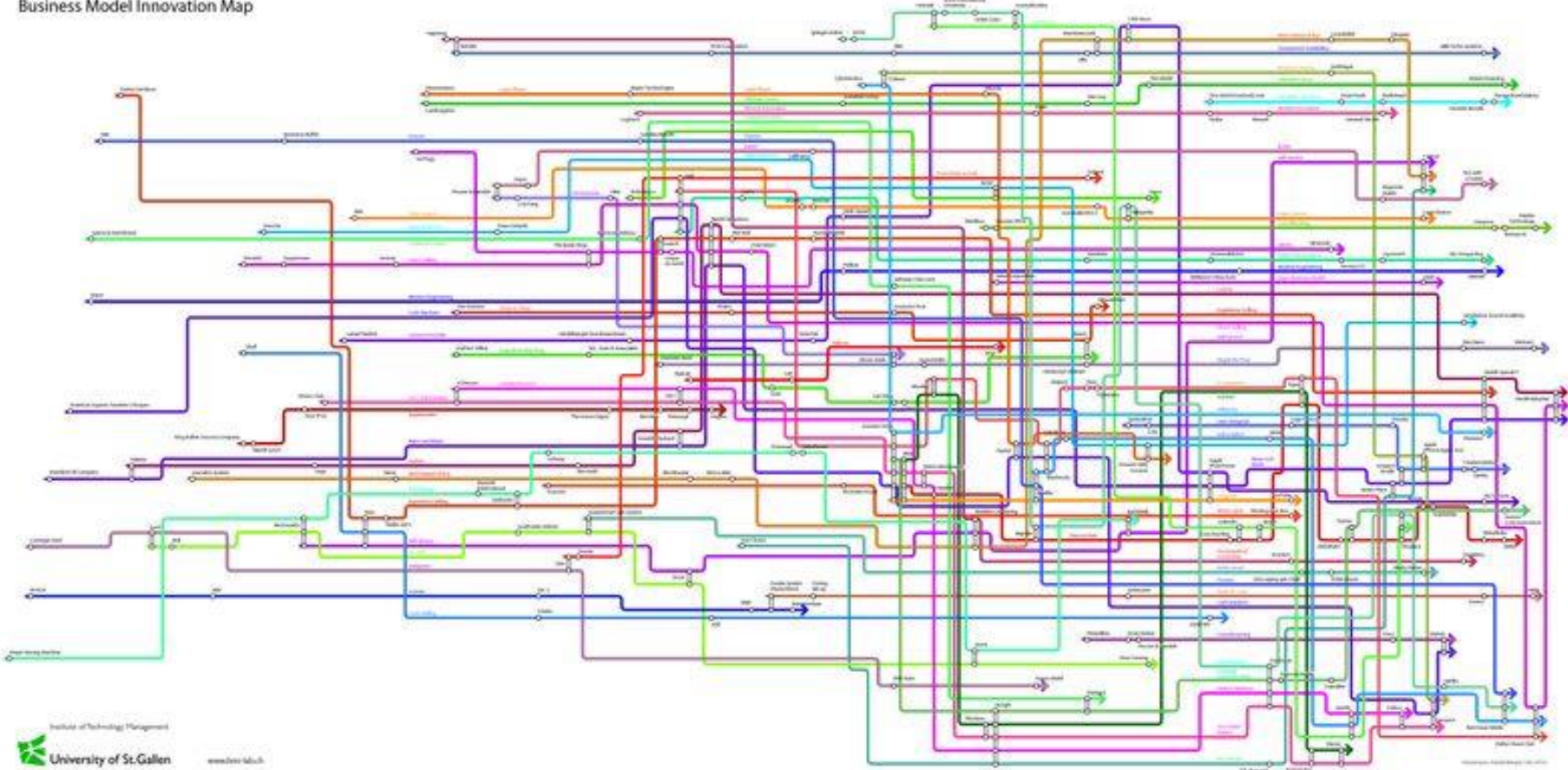
*Is it worth conducting an in-depth analysis?
What is my role in the game?*



How do we quickly get an overview?



Business Model Innovation Map



THE BIG PICTURE



Leap into the future: What options does Hansel have?

WEAK SIGNALS

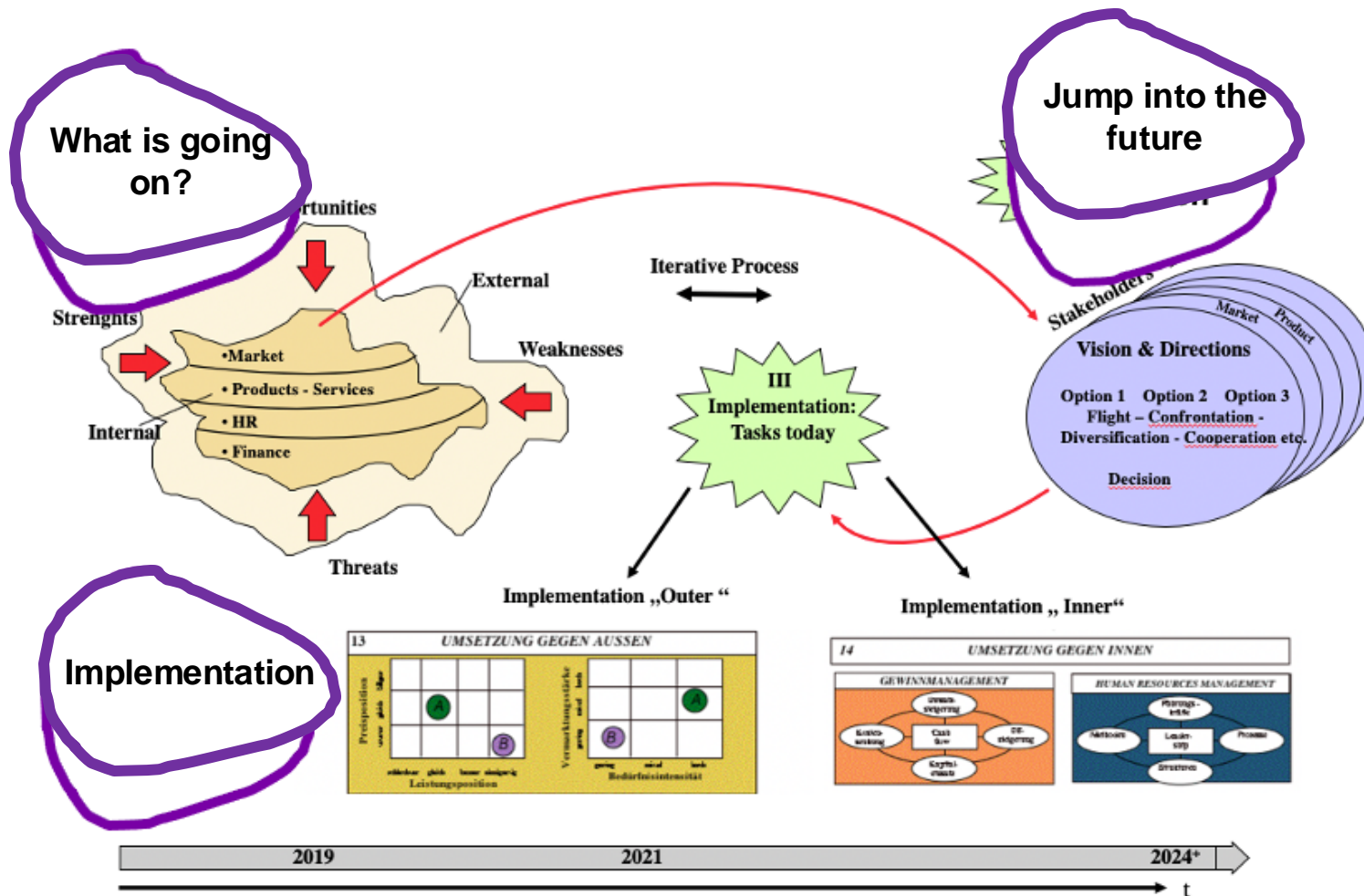


**What's going on in the jungle?
Opportunity or danger?
Do tree fellers want to poison us or
tourists with money ahead?**

Rerum cognoscere causas et valorem (UEK)

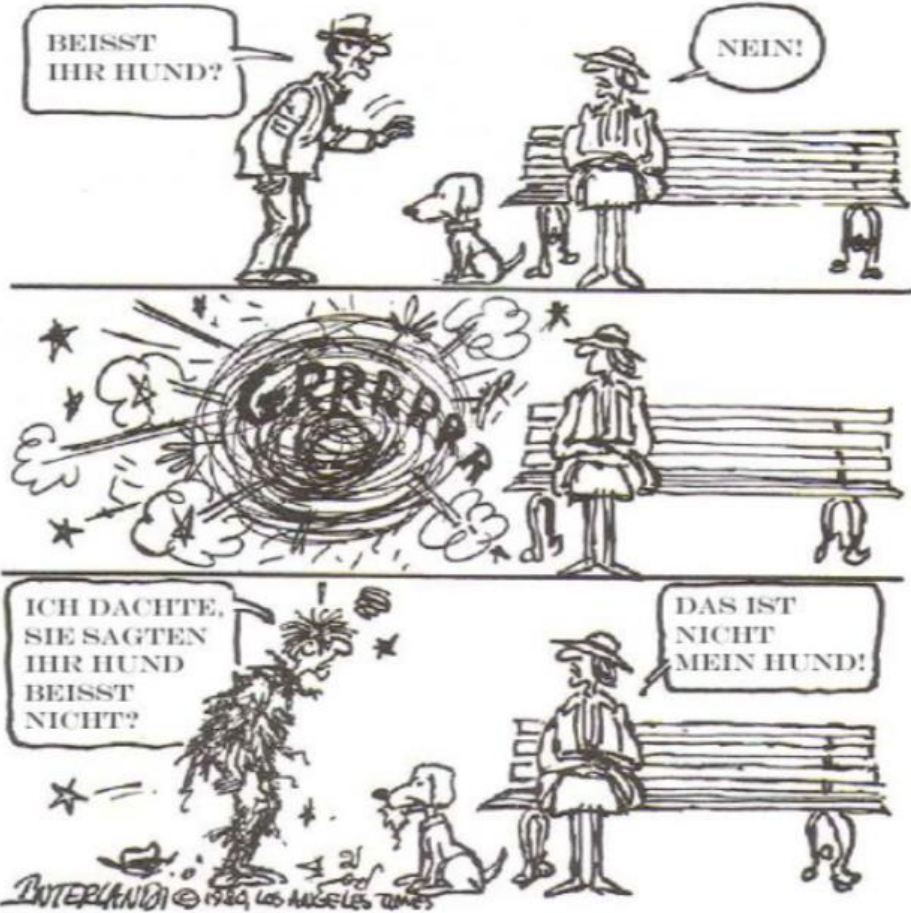
Recognize what is and what could be

Challenging what is and in inspiring what could be (IMD)



Communication / understanding:

Do we both have the same understanding about the situation?



SWITZERLAND AS AN EXAMPLE



**Switzerland – A Success Story ?
Why? Success Factors?**

Has management become more difficult today than it used to be? Substitutions in textile industry

- **START OF TEXTILE PRODUCTION – 825 (KLOSTERPLAN)**
- **LINEN - 1580**
- **COTTON - 1721**
- **SPINNING MACHINE - 1800**
- **HAND-EMBROIDERY MACHINE - 1828**
- **FAST EMBROIDERY MACHINE - 1883**
- **6380 EMBROIDERY MACHINES - 1872**
- **19`000 EMBR. MACHINES - 1890**
- **TEXTILE EXPORT 500 Mio. - 1918**
- **TEXTILE EXPORT 12 Mio. . 1935**
- **Tourism 1914: -90%**
- **Permanent Crisis -1945**



WHERE IS THE STARTING POINT? Zurich – St.Gallen?



ECONOMIC DEVELOPMENT

Long Tradition of Technological Leadership continues until today

**Construction of the
Gotthard Railway Tunnel**

Longest Tunnel 90m EUR
to date with Construction costs
15 km 10 years
of Construction



**Rolex settles in Geneva,
the capital of watch making**

Serial Innovation
e.g. Waterproofness

**Quality
Leadership**

Global Leaders



Today

Hidden Champions



1882



1910

50 % Est. 1466
of global Oldest
embroidery Chamber
production of Commerce
**World-Class Textile
Industry in East
Switzerland**

1920



THE IMPACT OF ONE IDEA: GOTTHARD I

Tourism / Commerce

The Gotthard Tunnel **connected Switzerland** and **facilitated cross-Europe travel**

Switzerland's Tourist Industry profited heavily from being a **major country of transit**

The Tunnel also significantly increased Switzerland's role as a **European trade hub**



Alfred Escher
*Railway Pioneer /
Politician /
Business Leader*

Financial Services

Escher, the man behind the Gotthard project, also **founded Credit Suisse and Swiss Re**

Unparalleled size of project required creative **financing solutions by CS** (financiers from Switzerland, Italy and Germany)

Significant death toll of the project (~200 casualties) also **impacted the Insurance Industry** – with SwissRe in a leading role



THE IMPACT OF ONE IDEA: GOTTHARD II

Case Study: The substantial impact of the Gotthard Tunnel in the 1900's

Industry

Continuous increase in railway usage demanded **steady innovations in drive technology** **SULZER**



Pioneering work in adjacent means of transport, such as steamers **BBC**
BROWN BOVERI



Trickle Down Effects of the Gotthard

The Gotthard Tunnel with its ensuing inflow of foreign money **increased wealth and stipulated investments** in other industries

→ Strong Demand drives consumer goods



FELSCHLÖSCHER

maestrani

Cailler

→ Pharma Industry takes leading role

NOVARTIS

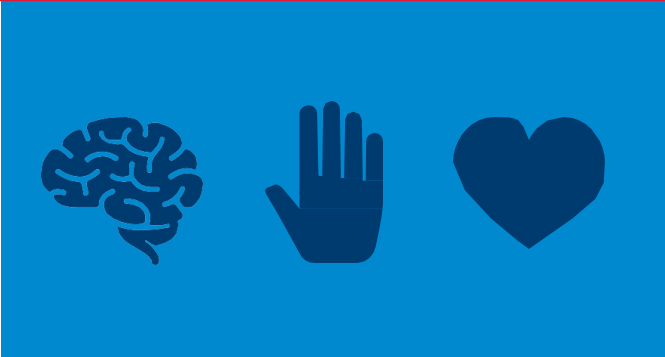


→ Higher Education increases in importance



ETH Zürich

PRACTICAL ORIENTATION



Your role in this game?



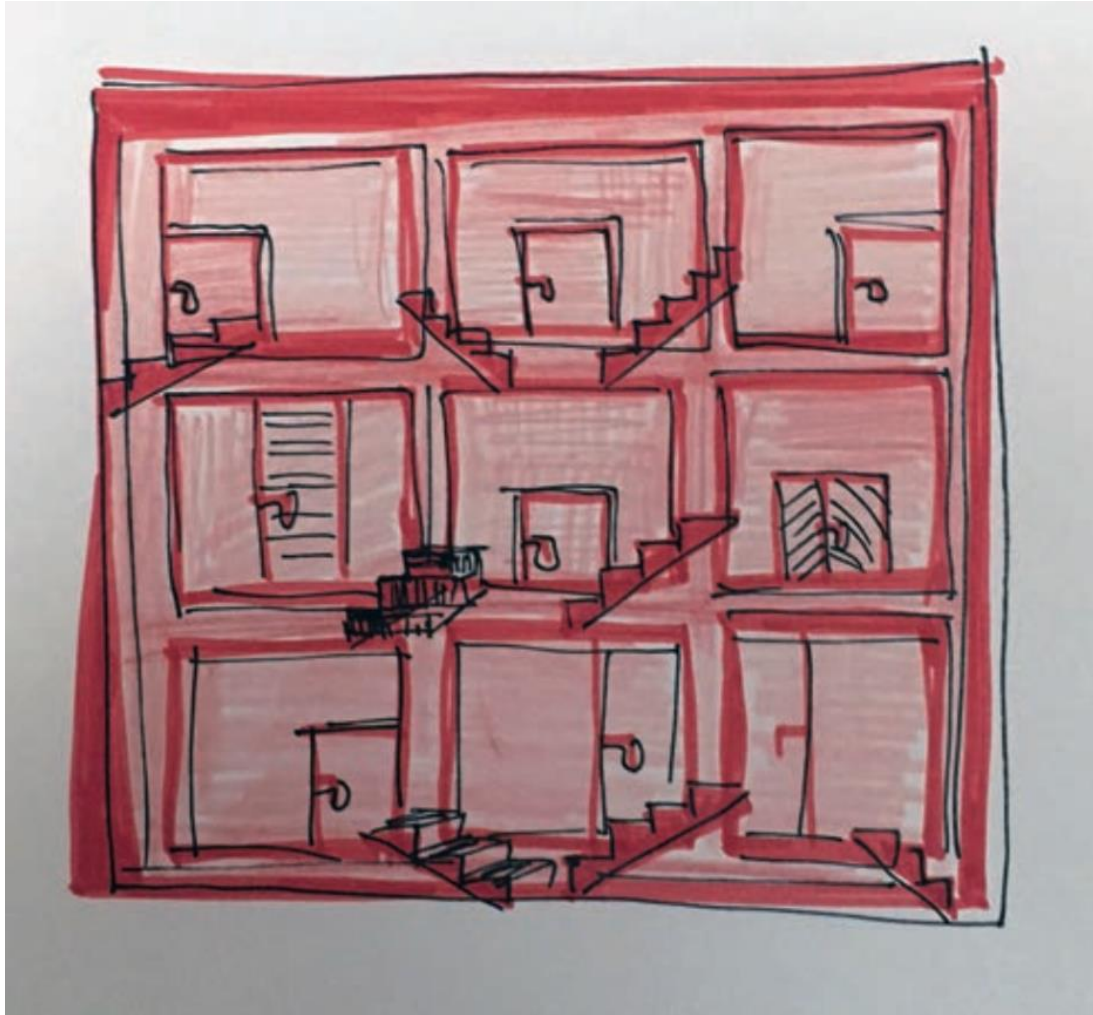
WAYS TO PRAGMATIC MANAGEMENT



Find your own way!

”Put your individual colour” the more experienced you are!

SO LET`S ENTER THE ST. GALLEN HOUSE



SO LET`S ENTER THE ST. GALLEN HOUSE



Institutsgebäude 2 der StGallen Integrated imt Business School
Tellstrasse 18 in St. Gallen

References

- St. Gallen Management Model: Hans Ulrich & Walter Krieg (1972), Knut Bleicher (1991, 2017), Johannes Rüegg-Stürm (2002, 2015)
 - Business Model Innovation Map: Oliver Gassmann, 2015
 - Pragmatic Strategizing & Aviation Analogy: Chris Stern
 - Managing, Performing, Living: Fredmund Malik, 2010
 - Unternehmen neu erfinden: Christian Abegglen, 2021
-

Case Study Tooth brush - Situation

Tooth Brush Factory

70% of the turnover of a Swiss brush factory is made by selling tooth brushes. This market is in a current stagnation. The company now wants to sell more tooth brushes, because the plant is used to capacity (in the tooth brush sector) by only 60%.

Dentists recommend to change a tooth brush every 3 months.

The market potential for Switzerland is therewith 24 Mio. brushes per year.

6 Mio. Swiss people with dentists x 4 brushes = 24 Mio. per year

The current market volume is however – surprisingly – only 7.2 Mio brushes, shared by the following companies (falsified numbers):

Own market share: 20%

Biggest competitor: 40%

Competitor B: 20%

Competitor C: 10%

4 other competitors: 10%

Case Study Tooth brush - Question

The owner of the company now wants to double the amount of brushes within 3 years from now.

Task: You are the consultant of the CEO. He asks you:

1. Where do you find starting points to match this goal? Does the «fight for market shares» pay off? Under what circumstances?
 2. Is it realistic? Yes, No, maybe? Under what circumstances?
 3. Your recommendation?
-