



University of St.Gallen

# Strategic Plan 2030

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University of St.Gallen (HSG)  
Dufourstrasse 50  
9000 St.Gallen  
+41 71 224 21 11  
[info@unisg.ch](mailto:info@unisg.ch)  
[unisg.ch](http://unisg.ch)

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From insight to impact.

## INTRODUCTION

We are proud of our university and, in line with our established claim *“From insight to impact”*, aim to continue making a joint impact as the University of St.Gallen (HSG). In the coming years, this Strategic Plan will serve as an important foundation for HSG management and governance.

HSG’s success is based on the decentralised commitment of the schools, institutes and administrative units, but above all on the HSG community’s great personal commitment.

We can achieve our diverse and ambitious strategic development priorities by collaborating consistently as a university, and by involving our stakeholders, specifically the Canton as the owner, all the HSG members, our alumni and the HSG Foundation as the sponsors of our strategic development.

The President’s Board will primarily provide centralised impetuses in the three following overarching areas, which encompass strategic priorities in all action fields (research, teaching, executive education and transfer).

### Proactive and future-oriented talent development

We have more potential to develop our active student acquisition by including emerging future topics into our curricula, and by retaining our graduates across all phases of their lives in the long term. Going forward, we aim to proactively attract the best and most committed students and executives from all over continental Europe for undergraduate, graduate, or executive education at HSG. The goal is not quantity, but quality.

Furthermore, we intend to adapt our course content faster and more flexibly to meet the complex challenges facing our graduates, while also developing our teaching methods in a contemporary and innovative way. Further, we aim to support current and future executives by offering lifelong executive education. The initiative to make teaching more agile, our *“Best Talents”* excellence scholarship programme and the transformation of our MBA are important steps in this direction.

### Entrepreneurial action

We promote entrepreneurial thinking very successfully. We could, however, do even more to ensure that entrepreneurial ideas become successful actions. That is why we intend to increasingly promote entrepre-

neurship from idea generation, development and the founding of businesses through to scaling, and intend to strive to further intensify the transfer of knowledge, innovation and technology with other universities and managerial practice. These actions are aimed at enabling entrepreneurs to address major future challenges, at generating value in the region and beyond, and allowing them to create jobs. Here, too, we have taken key steps through the Vice-President’s Board for Innovation and Quality, initial projects with technical universities, the *“Best Founders”* funding and support programme and the *“HSG START Accelerator”*.

### Outstanding and committed faculty

An outstanding and committed faculty is our key success factor. The institutes have a special function as attractive, entrepreneurial and innovative platforms. In order to compete successfully internationally and to simultaneously ensure faculty diversity in the long term, we position HSG as an attractive and inspiring place for leading academics with different profiles and career paths. To this end, we are establishing the RELEAD concept in recruitment, promotion and evaluation processes. In order to strengthen research, teaching, executive education, leadership, third-party funding acquisition, self-administration and transfer, we are pursuing a holistic portfolio approach in which faculty members with different specialisations complement one another and jointly create synergies. Excellent services in the areas of faculty development, promotion of research and third-party funding acquisition support these faculty members.

HSG is in an excellent position to continuously and increasingly play a leading role as an international business university. Together, we aim to develop HSG further in terms of quality and to make it a beacon of talent development, innovation and inspiration by consistently pursuing our mission of *“Empowering talents, inspiring leaders”*.

Prof. Dr. Manuel Ammann  
President



# BACKGROUND

The University of St.Gallen (HSG) has developed substantially in recent years. In 2025, we are teaching approximately 10,000 students in our Bachelor, Master and Ph.D. programmes, and more than 10,000 executive education participants. Our programmes occupy top positions in international rankings, our business faculty has the strongest research output in the German-speaking region, and our graduates are responsible for leading companies and organisations.

In line with our claim: *“From insight to impact”*, our success is based on the combination of unique selling points, specifically the close **connection with managerial practice**. Thanks to our entrepreneurial faculty and the unique institute model, research, teaching, executive education and transfer are explicitly geared towards the real challenges that companies and organisations face. In this way, we combine practical phenomena with basic scientific research and contribute to theory and entrepreneurial value creation. Simultaneously, this connection strengthens our students’ employability.

Another special feature is our **integrative pursuit of excellence**. In addition to specialised expert knowledge, we teach interdisciplinary skills during all of the life-long learning phases, ranging from Bachelor’s and Master’s programmes to MBA programmes and courses for board members. Based on our strength in business administration, our research transcends disciplinary boundaries and addresses innovative questions at the intersection of business, economics, law, computer science and social sciences.

Our **community**, which is, amongst others, active in approximately 150 student initiatives and 200 alumni clubs worldwide, is the third unique feature. More than 40,000 alumni take responsibility for one another, their environment and, not least, the university. For example, many alumni promote HSG’s excellence through their active engagement and financial commitment. The community also shapes the reputation of HSG and the region through major international

events, such as the St.Gallen Symposium or the START Summit. The broad variety of student initiatives allows students to become involved and take on responsibility at an early stage.

Major changes and a diverse range of challenges characterise our current environment. They include increasing international competition for the best talent, the rapid development of complex topics and future skills, and ever more polarising social debates. At the same time, financial and regulatory pressures are also increasing.

What does this mean for the future of HSG? In 2024, we collaborated to revise and refine our mission. *“Empowering talents, inspiring leaders”* clarifies that HSG will focus on its central mission of creating and developing knowledge and skills. The Strategic Plan 2030 follows our long-term ambition to become the leading business university in continental Europe. We are therefore sending a clear signal: we are strengthening our position in business, economics and law, international relations and computer science as core subjects, and do not aim to become a comprehensive university. In doing so, we are also intensifying our activities beyond the German-speaking region and, among other things, increasing our attractiveness for international students, faculty and staff by promoting English beside German in research, teaching, executive education, and transfer. In order to achieve our ambition, decentralised activities in schools, institutes and service units play just as important a role as joint initiatives.

# MISSION AND VISION

In line with our basic mandate, our mission is to develop committed, entrepreneurial and responsible talents, and to inspire executives through our research, teaching, executive education and transfer activities – thereby “*Empowering talents and inspiring leaders*”. Based on this mission, our vision describes HSG’s long-term ambition beyond 2030 in terms of excellence, talent development and our innovation contribution.

## Excellence

We are the leading European business university thanks to impactful research, holistic education and an active community.

- We are extending our leading position in the German-speaking area to continental Europe.
- Our research creates international impact; it extends to both pioneering basic research as well as practically relevant insights. In all this, we always strive for disciplinary and methodological excellence according to the highest scientific standards.
- In the spirit of lifelong learning, we put equal emphasis on outstanding undergraduate, graduate and executive education. In doing so, we differentiate ourselves through innovative teaching and learning as well as through our holistic approach, which combines the latest insights with interdisciplinary perspectives and societal developments. We develop future skills and are guided by our students’ and the labour market’s needs.
- Our active international community of alumni, as well as partners from business and society support the long-term development of our students and the university itself. We involve them in research and teaching and attract them as sponsors for strategic excellence initiatives.

## Talent development

We are the first choice for dedicated talents and empower them to become responsible, entrepreneurial leaders.

- We make the University of St.Gallen particularly attractive for those talents who

are dedicated to becoming actively involved at the university and beyond and who strive to make a difference.

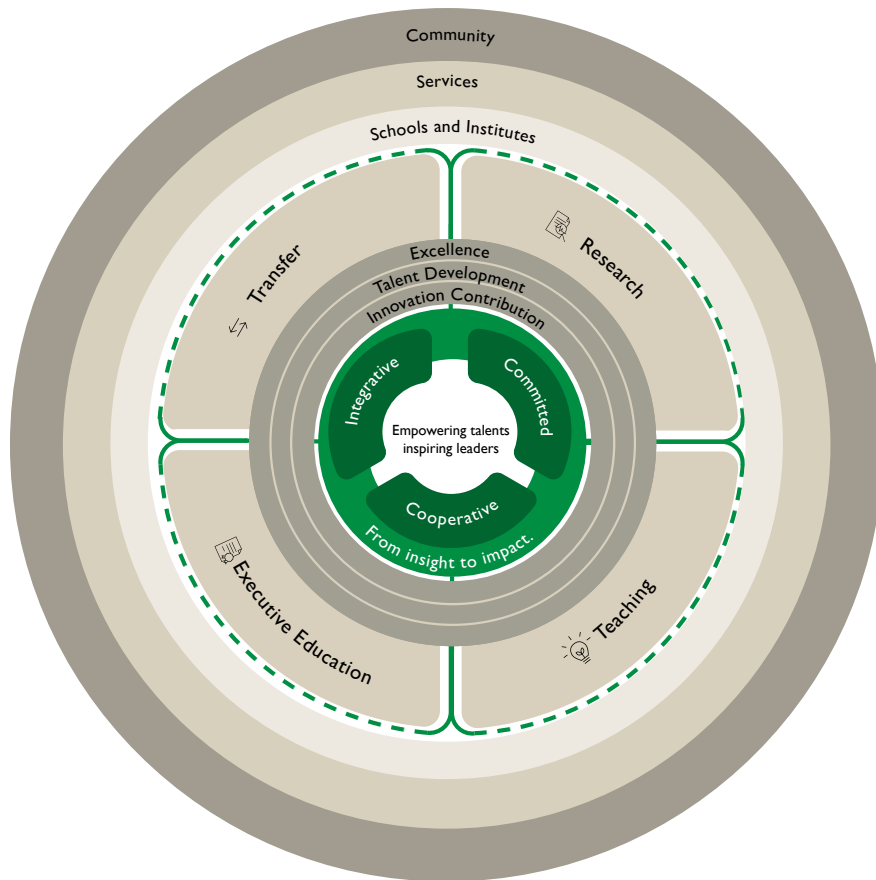
- With this ambition we not only address our students in undergraduate, graduate and executive education but also our researchers, faculty and administrative personnel.
- We enable our talents to think and act entrepreneurially and to assume responsibility as leaders in business, society and academia.

## Innovation contribution

We jointly create innovative and sustainable solutions for the grand challenges in business and society.

- We contribute our unique business-related knowledge to collaborate with our partners on answering the great questions of our time.
- We are thought leaders as we create innovation not only within disciplines but also at the interfaces between disciplines and generally between academia, businesses and society.
- Through our transfer activities, we collaborate closely with practice partners and support entrepreneurial initiatives, thus developing innovative solutions and creating value for our region and beyond.
- We are committed to a broad understanding of sustainability, which includes responsibility for the environment, society and the economy.

# STRUCTURE OF THE STRATEGIC PLAN 2030



Together with the University of St.Gallen's (HSG) core **values** of striving to be integrative, committed and cooperative, its new **mission and vision** are the essence of its Strategic Plan 2030. These core values not only form the framework of our mission and vision, but also the basis of our unique selling points and our strategy's successful implementation.

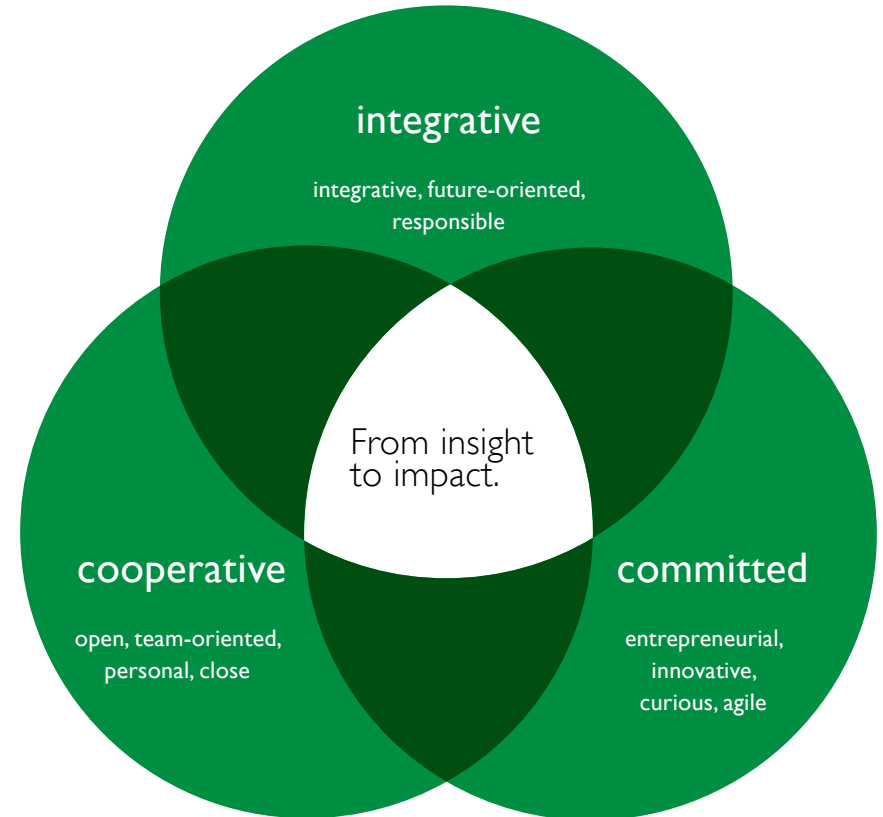
We define **university-wide goals** on the basis of these values and our vision. These specify the vision with regard to excellence, talent development and innovation contribution. In the spirit of our claim *"From insight to impact"*, we create impact in all these areas.

In order to achieve these goals, we have identified **strategic development priorities** in: research, teaching, executive education and transfer. Our development focuses on our core subjects of business, economics and law, international relations and computer science. We consistently build on our unique selling points by developing and strengthening them for the future.

The successful implementation of our strategy depends on the **framework** we create at HSG through the schools and institutes, the services and the wider university community forming the foundation for our success. In line with the strategy, we have also defined strategic development priorities for these areas in order to consistently strengthen them.

# VALUES

Our established values form the basis for the further development of our students, faculty, staff, partners and the university community. An integrative approach is a formative feature of academic thinking at HSG and leads to holistic solutions. We achieve our common goals through outstanding commitment at a high international level. The cooperative working style leads to a trusting collaboration between all members of our community.



# OVERALL UNIVERSITY GOALS

*“From insight to impact.”* Our claim summarises the University of St.Gallen’s (HSG) pledge. As a business university, we create impact through our activities in research, teaching, executive education and transfer. Our goals are derived from our vision and relate to *excellence, talent development* and our *innovation contribution*.

## Excellence

We are the leading European business university thanks to impactful research, holistic education and an active community.

### Science-based publications

Innovative research is particularly effective when it meets the highest quality standards and is widely recognised. We therefore aim at more contributions that are both scientifically sound and relevant (in the sense of “rigour and relevance”). This is reflected in an increasing number of publications and citations in high-calibre academic and practice-oriented journals, as well as an increased number of leading conference contributions.

### National and international research funding

Universities compete nationally and internationally for research funding. Public and private research funds specifically support innovative and relevant ideas. An increase in amounts and funded projects reflects our competitiveness and allows us to conduct additional high-quality and impact-oriented research.

### Future-oriented undergraduate, graduate, and executive education

HSG plays a pioneering role in the design of new undergraduate, graduate and executive education programmes. This is reflected, for example, in outstanding teaching evaluations, the use of innovative teaching and learning formats, and the inclusion of current business, economic and social challenges in our teaching.

## National and international reputation

HSG is also strengthening its reputation and profile beyond the German-speaking region. Accordingly the university is accredited by relevant national and international institutions, and selected HSG schools and programmes occupy top European positions in key rankings for business universities.

## Self-financing and efficiency

Our entrepreneurial aspirations are directed both externally and internally. As a cantonal university, HSG is publicly funded to fulfil its basic mandate. In order to achieve excellence, we need to generate additional funding. We do this through market-oriented services in executive education and transfer, public and private funding, and strategic partnerships. We also review and optimise our services and processes continuously in order to use our resources efficiently. We constantly strive for an above-average level of self-financing for our public university.

## Talent development

We are the first choice for dedicated talents and empower them to become responsible, entrepreneurial leaders.

**Demand for undergraduate, graduate and executive education programmes**  
HSG achieves impact with its forward-looking and holistic undergraduate, graduate and executive education, and successfully promotes lifelong learning. This success makes the university more attractive, which the growing number of applicants from Switzerland and abroad reflects. It further enables HSG to select the best talents and contributes to its leading executive education market position.

### Career prospects for graduates

We empower our students and executives to take responsibility. Accordingly, we strive to ensure that our graduates at all levels find a job that matches their interests and needs immediately after graduation and enjoy successful careers. We continuously increase the number of leading national and international companies and organisations that actively recruit from us.

### Employer attractiveness

The continuous development of faculty members and all other employees is as much a focus as the advancement of our students. Attractive tasks and working conditions enable them to contribute and develop to the best of their ability. This impact is reflected, for example, in the high employee satisfaction and loyalty, as well as in the high numbers of applicants for vacancies. At the same time, a lively

campus encourages collaboration and mutual dialogue.

### Responsibility and sustainability

Our students, faculty members and employees are concerned with questions of broadly understood responsibility and sustainability in business, the environment and society. These issues are a basis for the holistic and future-oriented development of leaders. We strive to anchor these topics throughout the university in our research, teaching and executive education programmes, in our transfer activities as well as in our student engagements and university operations.

## Innovation contribution

We jointly create innovative and sustainable solutions for the grand challenges in business and society.

### Topic leadership

Thanks to the commitment of our faculty and our expertise in our core subjects, we are nationally and internationally involved as a major player in economic and social debates, which the public also recognises. We are therefore becoming the preferred partner in relevant national and international ecosystems. This enables additional collaborations with leading companies, universities and other institutions in Switzerland and abroad.

## Regional value creation

As a cantonal university, we are committed to our region. We contribute to the achievement of cantonal goals and the development of our region. In addition to educating specialists and executives, we promote regional entrepreneurship, create value with companies and organisations and contribute to strengthening the region as a centre of business knowledge.

### Entrepreneurial successes

We motivate and empower students, faculty and staff to be entrepreneurial and contribute to value creation in business and society through innovative solutions. The increasing number of sustainably successful HSG start-ups and spin-offs reflects, among others, our impact.

### Diverse range of perspectives

Diversity and inclusion guarantee a variety of research, teaching, executive education and transfer perspectives, leading to the development of better solutions for complex business and society challenges. We promote this by creating an environment that is attractive to students, faculty and staff with different experiences, backgrounds, perspectives and needs, while simultaneously emphasising performance orientation. Through our scientific research, we also make an objective and well-founded contribution to societal debates.





# IMPACT-ORIENTED RESEARCH

Our impact-oriented research forms the basis of HSG's profile as a leading European business university. Through our core subjects, we make a valuable contribution to the grand challenges of our time by conducting basic research and working on current topics. Thanks to specialist know-how, methodological excellence and a comprehensive understanding of current practical phenomena and challenges, we find relevant answers for theory and practice. These allow us to contribute to scientific, economic, political and social debates, and enable us to access funding.

## Promoting excellent, relevant research

Our researchers address relevant issues in academic discussions and challenges in business and society. With their outstanding research insights, they shape the science and practice discourse by following the ambition of impact-oriented cutting-edge research. Targeted focus areas enable us to develop and maintain academic excellence.

## Increasing research funding

Our cutting-edge research enables extensive access to national and European funding, thus making a substantial contribution to self-financing. We encourage faculty members to access public and private research funds and support applying for these resources and their management through professional services. In addition to project-oriented funding, we focus on institutional, long-term collaborations regarding research funding.

## Strengthening research communication

Our research impact goes beyond high-calibre publications. We are intensifying the communication and comprehensiveness of research findings by highlighting their contribution to business, society and politics within and beyond the German-speaking region. By focussing our communication on selected topics, we raise awareness of our research impact.

# FUTURE-ORIENTED TEACHING

Our excellent teaching programmes aim to attract the most committed talents from Switzerland and Europe. We identify and integrate future topics at an early stage, using holistic and innovative teaching and learning formats, and help our students develop exceptional expertise as well as forward-looking interdisciplinary skills. Thanks to our unique environment and network, as well as our interactive teaching, learning and mentoring, we develop responsible and entrepreneurial leaders. The entire university's goal and responsibility is to achieve outstanding education.

## Actively attracting the best talent

As a leading European business university, we aim to attract students who distinguish themselves through their commitment, responsibility, diversity of perspective and motivation in addition to their outstanding academic abilities. To this end, we actively acquire talented individuals from Switzerland and continental Europe. We strengthen our reputation and ranking positions, use our networks, partners and alumni, and develop innovative scholarship and support programmes.

## Identifying and flexibly reflecting future topics

HSG identifies relevant topics and skills related to its core subjects at an early stage, incorporating these into its curricula. It monitors relevant developments actively in order to allow the teaching programmes to develop strategically. We rely on an agile system to identify and implement future topics, which not only leaves room for a dynamic approach, but also involves faculty members and other stakeholders. Current topics such as artificial intelligence, sustainability and entrepreneurship are examples of how we put this system into practice. In this way, HSG ensures agile development and promotes flexibility and adaptability in its portfolios of programmes and services.

## Strengthening teaching innovation

The teaching at HSG is excellent. We inspire and support our faculty to develop and use innovative teaching formats, motivate our students and strengthen the development of their skills. Our teaching is research-based and practice-oriented, specifically uses an in-person university's strengths, which digitalisation and artificial intelligence's potential complements. We enable transformative learning experiences by focusing on the latest findings in methodological and didactic research and by using the SQUARE as a space for innovation.

## Teaching interdisciplinary skills

We combine outstanding education with the development of interdisciplinary future skills in order to prepare our graduates in the best way possible to take on responsibility. This includes skills such as critical thinking, AI literacy, a global mindset as well as holistic and integrative thinking. We regard these interdisciplinary skills as an integral part of our teaching and promote them by increasingly utilising the HSG network and combining curricular and extracurricular activities.

# AGILE EXECUTIVE EDUCATION PORTFOLIO

Our executive education strives to take a leading role in continental Europe by combining academic excellence with practical solutions. Already today, it inspires and enables successful leaders to take on responsibility at various career levels, management roles and industries. In the medium term, we aim to strengthen financial returns, thereby increasing HSG's contribution to self-financing. We commit to enabling lifelong learning with an attractive and flexible programme portfolio on current topics, while attracting and promoting outstanding faculty and speakers for executive education.

## Focus on lifelong learning

The ambition of HSG is excellence at all levels of education in the European environment, ranging from undergraduate teaching to MBA programmes and courses for board members. We build on existing programmes, while simultaneously developing our portfolio strategically under HSG's cohesive brand. The goals are life-long skills development and the promotion of a future-oriented learning culture. Crucial factors include the enduring ties to our students and participants, the sustainable activation of our network and the development of impact-oriented learning journeys for the different phases of life.

## Designing innovative, integrative and market-oriented programmes

We want to be the first choice for skilled professionals and leaders to acquire knowledge and expertise on current issues and challenges in business and society, as well as in law and new technologies. Our programmes are based on the close interaction between research, practice and an extensive global network – an existing strength which we aim to leverage further. Cooperation between the Executive School, the institutes and external partners will be strengthened in order to enable a coordinated market presence, to make better use of synergies and to establish a coherent incentive system. The consistent international positioning of our executive education will strengthen HSG's reputation as the leading European business university.

## Promoting the development of quality and expertise

Our internationally experienced faculty ensures the quality and market attractiveness of our executive education programmes through their strong academic foundation and practical expertise. We rely on attractive incentives, executive education specific skills development, and university-wide quality assurance to support our faculty's pursuit of excellence.

# COOPERATIVE AND VALUE-ADDING TRANSFER ACTIVITIES

The practical relevance and impact orientation based on the claim “*From insight to impact*” are unique HSG selling points in the field of European higher education. We strengthen knowledge, innovation and technology transfer in order to develop value-adding, sustainable and meaningful solutions with our partners, and to promote entrepreneurial engagement. We thereby serve as a bridge between academia and managerial practice with our claim to excellence according to international scientific standards (in the sense of “rigour & relevance”).

## Strengthening cooperation and mutual exchange of ideas

Through regional, international and interdisciplinary cooperation, we find economic, technological, social and sustainable solutions for the complex challenges of our time. We grant access to the findings of cutting-edge scientific research, thereby also strengthening Eastern Switzerland as a business location. At the same time, we utilise the impetus from practice for research, teaching, executive education and transfer activities. Our involvement in selected scientific and practice-based organisations ensures that we meet our standard of excellence and expand our contribution. By doing so, we intensify cooperation with leading partner organisations from both science and practice, and we establish joint innovation processes.

## Creating value in the entrepreneurial ecosystem

HSG offers a platform for outstanding entrepreneurs to realise their visions and to create value. To this end, we support all entrepreneurship phases, ranging from idea generation to market maturity and international growth. We play a leading role in the entrepreneurial ecosystem and in founding and attracting promising start-ups and spin-offs to the region.

## Promoting knowledge transfer and commitment to practice

Thanks to its faculty, HSG is perceived as a national and international thought leader in its core subjects and contributes its academic expertise actively to business and society. We encourage our faculty members to become involved in practice and define transparent and quality-assuring conditions for doing so. We also act as a platform for our students’ practical involvement, thus promoting future leaders’ network and embeddedness in the region.



# ENTREPRENEURIAL SCHOOLS AND INSTITUTES

Owing to their high level of entrepreneurial commitment and their research-based and practice-oriented activities, our institutes are a distinguishing feature and drivers of success in national and international competition. They contribute significantly to our high level of self-financing. In addition, the organisation of the faculty into schools allows for interdisciplinary teaching and research programmes, as well as strategic faculty development.

## **Establishing multidimensional faculty development**

We improve our faculty members' research, teaching, leadership, third-party funding acquisition, academic self-administration, executive education and transfer skills (in accordance with the RELEAD criteria) through the multidimensional promotion of young talents and their continuous development. We therefore consider multidimensional profiles at all levels in our hiring and promotion decisions.

## **Strengthening interdisciplinary topic leadership**

We make an important contribution to overcoming the major challenges of our time by pooling our expertise in various disciplines and areas and by making it available to business and society. To this end, we create a supportive environment for interdisciplinary collaboration and joint platforms for external communication.

## **Promoting entrepreneurial self-administration**

Entrepreneurial thinking and action are the cornerstones of our success. They enable us to approach relevant issues in business and society. We create attractive, transparent, standardised and binding conditions for the institutes' entrepreneurial engagement and for their tangible and intangible value creation.

# EFFICIENT AND CUSTOMER-ORIENTED SERVICES

Our professional services support HSG's aspiration for leadership in research, teaching, executive education and transfer. To contribute to our ambition of becoming a leading European business university and to meet regulatory and institutional requirements, we make optimum use of the available resources and focus on the needs of our service recipients. Furthermore, we establish reliable, data-based foundations for decision-making.

## Ensuring future viability and process quality

We ensure HSG's stable operation and contribute to its sustainable and financially viable development. We do so by strengthening entrepreneurial thinking and action, as well as the willingness to take on responsibility, by reviewing performance in terms of benefits and the use of resources, by identifying potential for innovation and optimisation, and by promoting the willingness and ability to change.

## Establishing a focus on demands and needs

We focus on the university's needs and fulfil them as effectively and efficiently as possible. We do so by specifying the necessary resources, roles, duties and responsibilities, by strengthening processes' robustness and future viability, and by fostering a culture of cooperation and mutual support across all the service areas.

## Developing data-based control of business processes

We facilitate the university's comprehensible and targeted management. To this end, we develop transparent, reliable sources of data and information, implement integrated tools for decision-making and management, and use new technologies to reliably identify and analyse large volumes of data.

# CONNECTED AND COMMITTED COMMUNITY

The HSG community comprises a wide range of stakeholder groups. It forms an important basis for our impact orientation and identity-building, and creates a valuable network. We facilitate diverse forms of participation and establish emotional and professional connections. In order to achieve this we will pursue more active stakeholder management, involve our alumni more closely and promote HSG's role as a high-calibre platform. At the same time, we will engage in the region and create spaces for personal and virtual interaction.

## Establishing active stakeholder management

Our stakeholder groups (which include our employees, students and alumni, the canton and our national and international partners) play a key role in our research, teaching, executive education and transfer success. In order to promote their impact further, we will realign our stakeholder management in line with our vision and establish networks in which different stakeholder groups contribute jointly to excellence, talent development and innovation at HSG. We will also undertake selected regional and supra-regional partnerships and co-operations in order to ensure our impact.

## Involving HSG Alumni more closely

The HSG Alumni organisation aims to connect and activate the community of graduates. HSG strives to accompany its alumni more closely in terms of their lifelong learning. Further, it creates platforms for engagement, dialogue and the development of a sense of togetherness. In addition, through the HSG Foundation we are developing a culture of "giving back", attracting more alumni to support HSG's vision, both financially and through their active engagement.

## Strengthening HSG as an international platform

With the St.Gallen Symposium and the START Summit, events with a major international impact are already held at the university and in its surroundings. We aim to increasingly establish HSG as a platform for high-calibre regional and international dialogue, thereby emphasising our topic leadership and reputation. We support our students and faculty members by developing and strengthening formats with international appeal, presented under the HSG brand.

## Promoting personal and virtual interaction

As an on-campus university, we promote personal dialogue with and between stakeholders. Through study, research, work and campus involvement, we provide impetus for personal development, the communication of values and identification with the institution. We do so by designing our campus as an interactive meeting space and by developing formats that invite participation and emotionally involve people. At the same time, we create digital formats that promote the transfer of knowledge, the exchange of ideas and long-term networking in order to position HSG as a leading institution also in virtual spaces.



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