A 1-year executive part-time program for engaged future leaders in business + beyond.

DIPLOMA IN
SUSTAINABLE BUSINESS
Program Vision:
To understand the sustainability challenges we as a global community are facing, to learn how to reposition business in a rapidly changing global environment, and how business leaders can guide their organizations on a sustainable and responsible path.

Program Main Objective:
To inspire and train change agents with a broad understanding in global sustainability and provide them with the knowledge, skills, and attitudes to support organizations on their transformational journey towards responsibility and sustainability.
THE WORLD IS AT A TURNING POINT

The world is facing major disruptions and challenges: water and resource shortages, climate change, poverty and migration, human rights, digitization, and the millennials are demanding new solutions from business and societies alike. The U.N. Sustainable Development Goals (SDGs) are reframing the debate on sustainability and will be guiding our path towards living well and within the limits of our planetary boundaries. Business will be part of this fundamental transformation towards sustainability and it needs to be repositioned to thrive in this new environment.

New challenges require new competencies and mindsets. These arise from assuming new perspectives and envisioning new solutions, which very often will have to be co-created with different stakeholders in a collaborative approach. New challenges also require new leadership skills. Subject expertise in new fields needs to be complemented with the ability to drive change and implement new solutions across organizational boundaries.

Business School Lausanne (BSL) and the Institute for Economy and the Environment at University of St. Gallen (IWÖ-HSG) has been offering a first-of-a-kind comprehensive training program since 2011 to prepare future leaders in business sustainability. The program provides cross-cultural and cross-sectorial practical experiences, guided by a recognized and committed faculty from the University of St. Gallen, BSL Lausanne as well as from thought-leaders from business, start-ups, and nongovernmental organizations. The program provides a unique setting for participants to develop the new skills and competences required to lead the sustainability agenda in business and beyond.

WHO IS THIS PROGRAM DESIGNED FOR?

This program is designed for you if you want to:

- develop your skills to work in the sustainability field as a specialist in business, public office or nongovernmental organizations
- work in an existing or new business that embraces sustainability through innovative products or services; or independently as a consultant or entrepreneur
- integrate sustainability into your existing area of responsibility or into main line functions such as product or project development, sourcing, operations, marketing or communications
- become an expert in the field, as a sustainability officer, sustainability analyst, sustainability consultant, in sustainability integrated business development or project management

Thereby...

- gaining exposure to leading organizations, thought leaders and projects in sustainability
- connecting with other professionals in the developing sustainability field
- re-orienting your career and prepare yourself for future, emerging jobs
- making a relevant contribution to a better world through your professional engagement

**Dr. Katrin Muff**
Thought leader in Business Sustainability & Responsibility
www.KatrinMuff.com

**Dr. Thomas Dyllick**
Professor for Sustainability Management,
University of St. Gallen

The Diploma in Sustainable Business program has built my skills, competencies and leadership to embrace the 3 bottom-line challenges business and society will critically face in the future: people, planet and profit.

Together with the standout experience of the teachers; the diversity, background and energy of the participants, the important guidance of the consultants and the exceptional support of BSL & HSG staff, this program has inspired me and I feel ready to tackle and lead the change in a sustainable and responsible way -

**Karla Beer-Espinosa, MBA in Sustainable Business**
Learning for a sustainable world and a future worth living

This innovative program provides you with a unique opportunity to reflect on the major challenges our planet, society and businesses are facing in the coming decades. You will evaluate how companies can adapt their strategy and operations to embrace the sustainability challenges and to manage the risks and opportunities in a responsible way. Rather than writing a thesis, you will work in a small team to apply these insights to a real-life project thereby applying directly what you learn.

The program is designed around the creation of a strong network and a learning-platform. The interactive program combines classroom experiences with in-company encounters, sessions in nature and in exchange with NGOs, civil society and thought leaders.

Graduates will be equipped with project management and leadership skills to lead change effectively.

The 3 learning perspectives

Rather than looking at sustainability from the business perspective alone, the program approaches sustainability from three different perspectives:

1. GLOBAL CHALLENGES
Understanding the sustainability challenges we, as a global community are facing today and in the coming decades

2. STRATEGIC IMPLICATIONS
Evaluating how business can contribute to resolve them through innovative strategies

3. BUSINESS IMPACT
Translating sustainability strategies across business functions

HSG & BSL built a revolutionary learning environment challenging today and tomorrow’s business leaders to build a sustainable world - Veronique Sikora, Diploma in Sustainable Business
A new way of learning...

This program is for you if you are looking for a high impact, transformational experience.

We seek to open up new avenues of possibilities, preparing participants for a future that is emerging.

An experience to help you bring about the change you want to see happening in the world. Both from a professional as well as personal perspective.

The program is innovative in its approach as it is built with and around multiple actors in sustainability.

The program is built on 3 learning perspectives and 3 learning dimensions.

The 3 learning dimensions

1. SUBJECT COMPETENCE

Exposure to the best current knowledge in the global and business sustainability fields provides the foundation for understanding and managing the sustainability challenges.

2. LEADING CHANGE SKILLS

Implementation and change management skills are critical to bring sustainability to business. To ensure this, the “Leading Change” dimension forms an integral part of the program.

3. PROJECT EXPERIENCE

Sustainability projects are conducted in a collaborative work space and form the backbone of the program. These projects are conducted in collaboration with companies, communities or NGOs. Project Learning is integrated into all modules of the program.

You have built an amazing program that created a key professional year for me. I learned to live my values, to dare, to explore my strengths and “tame” my weaknesses - Eglantine Eeckhout
Participants who have lived, worked or studied outside their home country for a minimum of 6 months.

FUNCTION

- Business Development 7%
- Marketing / Sales 7%
- Costume Designer 7%
- Quality Management 7%
- Finance / Accounting 13%
- Operations / Logistics 13%
- Strategy and Planning 13%
- Project Management 13%
- Consulting 20%

BUSINESS CATEGORY

- Non-profit / Government 7%
- Start-up / Self-owned business 7%
- Small & Medium Sized (SME) 13%
- Large Multinational 73%

INDUSTRY

- Industrial Products / Manufacturing 20%
- Consulting 13%
- Energy / Mining 13%
- Finance & Banking 13%
- Pharma / Biotech / Health 13%
- Consumer Products 7%
- Media / Entertainment / Hospitality 7%
- International Cooperation 7%
- Technology / Telecommunications / e-Commerce 7%

EDUCATIONAL BACKGROUND

- Natural Sciences 26%
- Finance and Economics 7%
- Business and Commerce 20%
- IT / Engineering 20%
- Law 7%
- Fashion 13%
- Accounting 7%

HAD PREVIOUS EXPERIENCE IN SUSTAINABILITY 33%

AV. YEARS WORK EXPERIENCE (Minimum 5 required) 12

LANGUAGES SPOKEN (ON AV.) 3

SALARY* AT PROGRAM ENTRY

- Below CHF 75'000 34%
- CHF 75'001 - 100'000 8%
- CHF 100'001 - 125'000 25%
- CHF 125'001 - 150'000 25%
- CHF 150'000 + 8%

* Salary in CHF, but may have been earned outside of Switzerland
Consulting Project

ABOUT THE CONSULTING PROJECT

The Diploma in Sustainable Business program includes a 10-month team consulting project with a real company and consulting contract in the area of business sustainability. The project consists of approximately 250 hours of work per person. The Consulting Project significantly complements the 13 specialization modules in Sustainable Business, ensuring that you have not only acquired a broad expertise in sustainability, but have also completed a complex real-life consulting project during your studies. This has two direct benefits to you:

- you can apply what you learn in a real-life situation and
- you can claim to have already first-hand experience in business sustainability when you are looking for jobs.

The projects are sponsored by companies that present a broad sustainability problem with strategic relevance to their organization. They are assigned to teams of 3-5 course participants according to their preferences. The teams are guided by our experienced faculty (BSL- University of St. Gallen) that provides support and feedback throughout the program. The project is to be completed between September and June (or February and November for the February intake) with two intermediate presentations in December (May) and in March (November) and the final presentation in June (November).

CONSULTING PROJECT EXAMPLES

Consulting projects include a wide range of relevant issues in product development, purchasing, supply chain, market analysis, labelling, employer branding, and communications.

Project sponsors range from large multinationals to small start-ups and represent both non-profit and for-profit organizations such as Nestlé, Hewlett-Packard (HP), Ikea Switzerland, nolax AG, Losinger Marazzi, Die Post, and Swiss Energy Agency.

Examples of past consulting projects include:

- Roadmap for using impact valuation (Nestlé)
- Increasing the Value Recovery in Recycled European IT Equipment (HP)
- Translating SDGs into new long-term business opportunities (IKEA)
- Sustainable business development: Evaluation and integration of sustainability into nolax’ start-up process (nolax AG)
- The 2000Watt Community – Developing a comprehensive offer (Losinger Marazzi)
- Measurement of Sustainable Procurement (Die Post)

nolax AG sponsored a project to systematically integrate sustainability into the company’s business development processes. The multi-functional project team developed a tool which allows the company to address sustainability issues during all stages of our process to develop new start-ups, in close interaction with our internal experts. It helped us to come-up with a new technical and commercial approach to develop sustainable solutions for our customers, while sensitizing our own people to the sustainability issues and challenges in our markets. We consider this project to be of great value for nolax.

Adrian Leumann, Head of Mobility and Operations, nolax AG
# Module Overview

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<td>Module 1 – Business in the Era of Grand Challenges</td>
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<td></td>
<td>• Establishing the status quo of the planet, society, the economy, governance and business</td>
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<td>• Understanding and evaluating the big picture of environmental, social, economic and governance challenges in the coming decades</td>
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<td>• Evaluating key issues arising from the environmental and social challenges</td>
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<td>• Understanding the gap of where the world is today and what the key priorities are for each nation and region</td>
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<td>• Evaluating and developing opportunities and challenges for business that arise from this new perspective</td>
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<td>2. LEADING CHANGE</td>
<td>Module 2 – Leading Change I: Introduction and Framing</td>
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<td>• Identify individual strengths and how they can be put to the best use within a team</td>
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<td>• Create a framework outlining an effective working team relationship</td>
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<td>• Clarify the stakeholder landscape, environment and context</td>
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<td>• Understand the elements that need to be included in a project charter and plan with the sponsor</td>
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<td>• Recognize the expectations, opportunities and risks related to managing sustainable business consulting projects</td>
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<td>• Review personal leadership and the role it plays in implementing change</td>
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<td>3. STRATEGIC IMPLICATIONS</td>
<td>Module 3 – Best Practices in Sustainability Strategies</td>
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<td>• Basic concepts of strategic management</td>
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<td>• Defining sustainability strategies</td>
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<td>• How to innovate business models in the context of sustainability?</td>
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<td>• How to connect sustainable development, global trends and business sustainability?</td>
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<td>• Evaluating best practices in sustainability strategies</td>
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<td>• How to win the support to implement sustainability projects?</td>
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<td>4. BUSINESS IMPACT</td>
<td>Module 4 – The Business Case of Positive Impact</td>
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<td>• Understanding differing perspectives on sustainability</td>
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<td>• Identifying and acting on value creation opportunities and value destruction risks throughout the value chain</td>
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<td>• Understanding stakeholder expectations and dynamics</td>
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<td>• Identifying strategic drivers for sustainability within a company</td>
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<td>• Determining a focus for using sustainability to create value</td>
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<td>5. LEADING CHANGE AND PROJECT REVIEW</td>
<td>Module 5 – Leading Change II and Project Reviews: Developing &amp; Deepening</td>
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<td>• Developing or enhancing your ability to lead and work effectively in a consulting team while implementing change</td>
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<td>• Developing or enhancing your ability to lead and work effectively on complex projects in a multi-stakeholder environment by utilizing participatory leadership tools</td>
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<td>• Designing, experiencing and practicing co-creative hosting practices</td>
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<td>• Applying lessons learned from team and individual exercises to ensure solid team performance in the project</td>
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<td>• Articulating a strategy to overcome personal limits and become a more effective leader</td>
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<td>• Practicing giving and receiving feedback in order to improve relationships and personal development</td>
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<td>6. WORKING WITH GLOBAL STAKEHOLDERS</td>
<td>Module 6 – Working with Global Stakeholders</td>
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<td></td>
<td>• Defining responsible leadership in various contexts</td>
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<td>• Reframing corporate governance in view of stakeholder challenges</td>
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<td>• Understanding sustainability politics and the management of key stakeholders</td>
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<td>• Developing a historic perspective of international economics, politics, philosophy and the cross-cultural perspective of the role of business in human development</td>
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<td>• Investigating the dynamics, benefits and challenges of socially oriented businesses</td>
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<td>Perspective</td>
<td>Module - Issues &amp; Themes</td>
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<td>7. STRATEGIC IMPLICATIONS</td>
<td>Module 7 – Co-Creating Sustainability Initiatives Beyond Business</td>
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<td>• Experiencing and practicing co-creative hosting practices</td>
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<td>• Understanding the developmental challenges of co-creation processes</td>
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<td>• Identifying personal strengths &amp; development areas in co-creation</td>
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<td>• Translating networking into a career reflection</td>
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<td>• Co-creating emerging opportunities in the field of business sustainability</td>
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<td>• Identifying the pathway from an idea to concrete next steps of engagement</td>
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<td>8. BUSINESS IMPACT</td>
<td>Module 8 – Supply Chain Challenges in a VUCA World</td>
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<td>• Supply chain activities in the context of sustainability and ethical issues</td>
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<td>• Understanding sustainability challenges from a supply chain perspective</td>
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<td>• Creating sustainable value across supply chains</td>
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<td>• Managing sustainability risks and opportunities across supply chains</td>
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<td>• Developing and implementing sustainability standards</td>
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<td>9. GLOBAL CHALLENGES</td>
<td>Module 9 – Measuring Sustainability Performance</td>
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<td>• Understanding sustainability reporting tools, sustainability standards and ratings</td>
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<td>• Identifying approaches and priorities to measure and assure a consistent sustainability performance</td>
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<td>• Assessing and accounting for sustainability performance and impact</td>
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<td>• Evaluating harmonization approaches and benchmarking opportunities among the different reporting tools</td>
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<td>• Reviewing sustainability reporting and assurance to ensure communication consistency</td>
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<td>10. LEADING CHANGE</td>
<td>Module 10 – Leading Change III and Project Reviews: Understanding and Applying</td>
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<td>• Enhancing the ability to lead and work effectively on complex projects in a multi-stakeholder environment by utilizing participatory leadership hosting techniques</td>
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<td>• Applying lessons learned from team exercises and applied theory to ensure solid team performance in the project</td>
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<td>• Articulating change by defining/clarifying the boundaries of risk and uncertainty when working as a sustainability consultant</td>
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<td>• Improving your approach to overcome project limits and develop sustainable innovation strategies through the co-creation process</td>
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<td>• Articulating successful behaviors in managing stress, resistance and conflict</td>
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<td>11. STRATEGIC IMPLICATIONS</td>
<td>Module 11 – Marketing Approaches for Sustainable Products and Services</td>
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<td></td>
<td>• Understanding the difference between marketing and communication</td>
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<td>• Understanding the difference between the information needs of external and internal stakeholder groups in terms of sustainability</td>
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<td>• Identifying challenges of communicating sustainability</td>
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<td>• Using sustainability to create customer value</td>
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<td>• Psychological aspects in marketing for sustainable solutions</td>
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<td>• Applying marketing and communications insights to business model innovation</td>
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<td>12. BUSINESS IMPACT</td>
<td>Module 12 – Social Entrepreneurship</td>
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<td></td>
<td>• Understanding social entrepreneurship</td>
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<td>• Understanding (social) intrapreneurship</td>
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<td>• Experience-based learning to think and act as an entrepreneur</td>
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<td>• Modes of scaling and organizational growth</td>
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<td>• Identify do’s and don’ts for driving positive change in large organizations</td>
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<td>• Personal pathfinding and crafting of future projects</td>
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<td>13. LEADING CHANGE</td>
<td>Module 13 – Leading Change IV and Final Project Presentations: Integration and Next Steps</td>
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<td>• Reflecting on your ability to lead and work effectively on complex projects in a multi-stakeholder environment.</td>
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<td>• Reviewing leadership strategy for change as it was demonstrated throughout the sustainable business development project with the sponsor and team</td>
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<td>• Enhancing your strategy or approach to further overcome personal limits and become a more effective leader</td>
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<td>• Exploring and defining a meaningful purpose beyond the diploma</td>
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<td>• Reviewing the career management tools and strategies available to help you shape your career</td>
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DR. THOMAS DYLLICK (CH/DE), PROFESSOR FOR SUSTAINABILITY MANAGEMENT, UNIVERSITY OF ST. GALLEN

Thomas is Managing Director of the Institute for Economy and the Environment (IWOe-HSG) and University Delegate for Responsibility and Sustainability at the University of St. Gallen where he also directs a specialization in Sustainability Management. From 2003 - 2011 he was University Vice-President for Teaching and Quality Development and from 2011-03 he was Dean of the Management Department. In 1989 he was a co-founder of the Swiss Association for Environmentally Conscious Management (öbu). He has published extensively on the subject of managing corporate sustainability and serves on different boards in the sustainability field. He co-directs the Diploma in Sustainable Business.

DR. KATRIN MUFF (CH), THOUGHT LEADER IN SUSTAINABILITY, RESPONSIBILITY & TRANSFORMATION

Katrin is a thought leader, consultant and facilitator in the transformative space of sustainability and responsibility. From 2008 to 2018, she has helped shape Business School Lausanne, first as Dean and later as Professor in Sustainability and Responsibility. Her business experience includes 10 years at ALCOA (G.M. in Russia, Industry Analyst for Global M&A in the US & Business Analyst Europe), Strategic Planning Director EMEA at IAMS (Procter & Gamble). She was also a Co-founder of Yupango, a coaching consultancy dedicated to start-ups & management teams. She received a M.B.A. from BSL and a Ph.D. from University of Exeter (UK) & is a certified coach. She co-directs the Diploma in Sustainable Business.

NATALIE WILKINS (UK), VIVA TALENT

Natalie is a talent management and leadership consultant, coach, facilitator, trainer and professor. She specializes in diversity & inclusion, change management, and designs and facilitates experiential leadership and team development. She has over 15 years of Human Resource leadership experience within complex international organizations, both in the public and private sector. In 2012 she founded Viva Talent and then co-founded Thriving Talent in 2015. She helps forward thinking businesses and organizations that value diversity and inclusion, to stand out as an employer of choice while improving their talent pipeline. Natalie is passionate about helping her clients focus on the work that drives action, generates results, and makes for positive and sustainable impact & change.

NADENE CANNING (CH/CA), ALLSYSTEMSGO!

Nadene is an executive and personal leadership adviser, facilitator, trainer, speaker and professor. Her areas of expertise include participatory leadership, agility, SDGs and systems thinking. She teaches different courses at BSL and at EPFL. She worked in over 40 countries managing large projects in both for profit and non-profit enterprises before creating her boutique consultancy ALLSystemsGO! in 2009. Her book “La force de l’équilibre. Vie familiale, vie professionnelle,” discusses the challenges and rewards of building more flexible and inclusive workplaces. She holds a master’s degree from EPFL and a bachelor’s degree from Concordia University, Montreal. She is a certified change process facilitator and a Being at Full Potential coach. Born and raised in Montreal, she works in English and French.

DR. STEFAN GARA (AT)

Stefan is member of the Vienna City Council and Provincial Parliament. His political field of expertise is urban planning, housing, energy & climate protection, innovation & digitization and public health. He is co-founder and former director of ETA Environmental Management GmbH a leading Austrian consultancy firm focusing on sustainable development and business innovation, CSR, smart cities and energy & mobility strategies. He spent several years in industry as a product manager for environmental technologies and was UNIDO senior expert on cleaner production projects in Africa (Uganda, Ethiopia). He has a Ph.D. in Physics from Vienna University of Technology and was a visiting scholar at the Center for Technology, Policy and Industrial Development at Massachusetts Institute of Technology (MIT).

NIELS ROT (NL), ETH ZURICH

Niels is a co-founder of Impact Hub Zürich, the premier entrepreneurship and innovation community in Switzerland. In 2016, Niels also co-founder STRIDE Learning, an unSchool for Entrepreneurial Leadership & partner of the Business School Lausanne. Niels holds a Bachelor degree in International Business from INHolland University as well as a Bachelor and Master’s degree in Economics from University of St. Gallen where he also acted as president of oikos St. Gallen. Alongside his entrepreneurial career, Niels has served as mentor for startups such as Eaternity & Wildbiene+Partner as well been as jury member for competitions such as Climate-KIC Accelerator Program, UBS Social Innovators and the SEIF Social Entrepreneurship Award. Currently Niels works part-time at ETH Zurich in strategic development.
MICHAEL HATHORN (CH-USA), OPTIMIS LEARNING

Michael is a senior partner of OPTIMIS Learning, where he focuses on sustainable organizational strategy and executive development. Previously working for the investment management firm, Capital International, he founded and headed the firm’s Learning and Organizational Development function for the European businesses. At TNT in Amsterdam, he served as Group Director of Learning and Organizational Development during a major strategic change initiative to create synergies across the three divisional businesses. He is a contributor to the World Business Council for Sustainable Development and is a partner at the International Center for Corporate governance. He is a graduate from Louisiana State University with an MS in Marketing and earned his Ph.D. in International Business at the University of St. Gallen.

DR. JOERG S. HOFSTETTER (DE), ASSOCIATE PROFESSOR OF LOGISTICS MANAGEMENT, KEDGE BUSINESS SCHOOL, BORDEAUX

Joerg is a specialist in supply chain management and sustainability at the Operations Management and Information Systems Department of Kedge Business School in Bordeaux, France. He previously was at the Chair of Logistics Management of the University of St. Gallen. Management positions include Lufthansa Cargo, ITT Automotive Inc. (and Fraunhofer Institute for Industrial Engineering and Organisation (IAO). He received his Dr.oec. (summa cum laude) in Business Administration from the University of St.Gallen and his Dipl.-Ing. (MSc.) in Mechanical Engineering from the University of Stuttgart, Germany.

DR. BARBARA DUBACH (CH), ENGAGEABILITY

Barbara has been passionate about sustainability for more than 25 years and has gained international experience in industry, public and non-profit sectors. As an entrepreneur and initiator she enables engagement and acceleration for profit and non-profit organizations. Her business experience includes many years as Senior Vice President for Sustainable Development Coordination at LafargeHolcim (formerly Holcim), at the World Business Council for Sustainable Development (WBCSD) as Director Communication and Advocacy and at the Swiss Federal Office for the Environment. Barbara holds a Master’s Degree in Economics from the University of Zurich and a PhD from the University of St. Gallen. She is on the boards of Responsible Mining Foundation, Pusch and the Council for Responsible Investments at Alternative Bank Switzerland.

DR. MORITZ LOOCK (DE), ASSISTANT PROFESSOR OF ENERGY AND SUSTAINABILITY MANAGEMENT, UNIVERSITY OF ST.GALLEN

Moritz is traveling between two worlds. In one world he is a member of the Institute for Economy and the Environment (IWÖ-HSG) at University of St. Gallen doing research with a focus on business models and managerial decision-making. He had visiting positions in Vancouver and London. In the other world Moritz was fully employed and still has various responsibilities in a family business in Germany. In both worlds he co-developed and co-launched new business models. After an early career as a musician, Moritz received an MA from TU Berlin and a doctoral degree in management from the University of St. Gallen.

DR. GIERI HINNEN (CH), SWISS INTERNATIONAL AIRLINES

Gieri serves as Head of Labour Relations & HR Steering at SWISS. He has been working for SWISS International Airlines since 2009 where he previously held a position in Strategic Communication and External Affairs. He holds a PhD in Management from the University of St Gallen, Switzerland. He studied in St Gallen, at the London School of Economics, and at Schulich School of Business, Toronto. He did research on various aspects related to sustainability strategies in aviation, such as path creation, business model innovation, customer value and organizational behavior.

DR. MARKO MAJER (SLO/CH), MAYER MCCANN

Marko has been sitting proverbially on two chairs all his life: he has founded and then managed for over 25 years Mayer McCann, one of the leading marketing communications agencies in Slovenia, working for blue-chip clients, such as MasterCard, Coca-Cola, Ford, Nestlé, etc. He and his team have received over 80 international awards for their work. The challenges of leading a diverse and demanding creative team have encouraged him to research the Millennials, as talent in the European advertising industry for his PhD at Bled School of Management (IEDC). He currently acts as a mentor to young leaders and startups and teaches his favorite topics of marketing and responsible leadership at Business School Lausanne and other business schools.
Admissions

HOW TO APPLY

1 REVIEW THE ADMISSIONS CRITERIA
Before starting your application, review carefully the admissions criteria to check your eligibility.

2 SUBMIT APPLICATION & SUPPORTING DOCUMENTS
Your application file should include:
- Completed application form
- Motivation letter
- CV
- Two recommendation letters
- Copy of university degree & academic transcripts
- Proof of English proficiency: TOEFL/IELTS official score report (if applicable) or equivalent
- Copy of ID (passport or identity card)
- A digital portrait photograph

3 NOTIFICATION ON YOUR APPLICATION STATUS
Our Admissions team will update you on the eligibility of your profile and the status of your application within two weeks.

4 INTERVIEW
If you are selected for the short list of candidates, you will be invited for an interview with the Program Director via Skype/phone. Your motivation, experience, interpersonal skills, and maturity will be assessed during the interview.

5 ADMISSIONS DECISION
The admissions committee makes a decision based on the information provided in the application and the interview performance. Admissions results are available within three weeks following the interview.

6 RESERVE A SEAT IN THE PROGRAM
Successful candidates are required to pay a non-refundable administration fee of CHF 800 and cover the first semester fee in order to reserve a seat in the program.

7 FULL ACCEPTANCE
Upon receiving your payment confirmation, we will send you a Full Acceptance letter which confirms your seat in the class.

ADMISSIONS REQUIREMENTS

- University degree in any subject area or equivalent
- Min. 5 years of pre- or post-master’s relevant work experience
- English proficiency: IELTS 6.5; TOEFL 90; TOEIC 800 or equivalent (only one test necessary)
- CV & 2 reference letters

INTAKE
September

APPLICATION DEADLINES
We have an ongoing enrollment process and advise you to send your application file as early as possible. To ensure a seat in the program, please refer to the following application rounds:

<table>
<thead>
<tr>
<th>Application Round</th>
<th>Intake</th>
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<tbody>
<tr>
<td>1st Round</td>
<td>March 31</td>
</tr>
<tr>
<td>2nd Round</td>
<td>May 31</td>
</tr>
<tr>
<td>3rd Round</td>
<td>July 31</td>
</tr>
<tr>
<td>4th Round (pending availability)</td>
<td>August 25</td>
</tr>
</tbody>
</table>

NOTIFICATION ON YOUR APPLICATION STATUS
Our Admissions team will update you on the eligibility of your profile and the status of your application within two weeks.
Program details

**DEGREE**
The executive post-graduate program leads to a joint degree of a "Diploma of Advanced Studies in Sustainable Business HSG". It represents 30 ECTS credits and falls under the category of Diploma of Advanced Studies (DAS). The total work volume is 620 hours.

**PROGRAM FORMAT**
The program includes 13 two-day modules (each module involves 14 hours of class sessions, 10 hours of pre-course work and 10 hours of post-course work) and a 10-month consulting project of approximately 250 hours (70 hours in class plus 180 hours on the side).

Classes are scheduled on Fridays and Saturdays, with some combined modules taking place over four days (Thursday – Sunday).

**PROGRAM FEE**
The program fee per participant is CHF 18’000.

No scholarships are available for this program. However, participants who bring a real-life project (see “project contributions”) receive a project discount of CHF 6’000, which is deducted from their fee. A deferred payment plan during the length of the program is available on request.

**PARTNERSHIP ARRANGEMENTS**
We invite organizations or individual participants to suggest real-life projects to the program. We recognize the value of such projects to our program and strongly encourage companies to benefit from the teams’ solution proposals.

To encourage companies to register participants and sponsor a project, we offer the following partnership arrangements:

a) An organization providing a project plus 1 participant is rewarded with a discount of 14%. For a total fee of CHF 36’000 the delivered value is CHF 42’000.

b) An organization providing a project plus 2 participants is rewarded with a discount of 20%. For a total fee of CHF 48’000 the delivered value is CHF 60’000.

c) An organization providing a project plus 3 participants is rewarded with a discount of 23%. For a total fee of CHF 60’000 the delivered value is CHF 78’000.

**PROJECT CONTRIBUTIONS**
We will consider projects that fulfill the following requirements:

- A clearly defined and comprehensive project on a relevant topic related to sustainability
- A project should be of strategic importance to the sponsor
- Involves approx. 750 hours of work for a team of 3-5 participants
- A flat consulting fee of CHF 24,000 will be charged
- The project’s timeline should be as per the program duration (September – June or February – November)
- A company representative participates in project review sessions (four sessions)

Projects will be reviewed and approved by the Program Director.

Please submit proposals early.

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The most important personal insight for me was to see that my background in international development adds significant value to a for-profit business. Having mainly worked in the public sector, I was never sure about how I could leverage my knowledge and experience in the business world. As a result of the project experience I have gained a lot of confidence as regards leveraging my own capacities in a business context and I feel well equipped to embark on my further journey in leading change for a more sustainable future.

*Britta Margraf, Program Participant*
Career

Graduates of the Diploma in Sustainable Business tend to start their own companies, become consultants, or get promoted into a higher corporate management position. Along with the well-established reputation of University of St. Gallen, the endorsement of the World Business Council for Sustainable Development (WBCSD) reinforces the program’s recognition by the international business community and gives you a strong competitive advantage in your career development.

The program includes the following career support elements:

REAL-LIFE CONSULTING PROJECT
The 10-month consulting experience allows participants to report to the board and work in multi-stakeholder settings. Gaining insight into strategic business issues, participants also expand their network of corporate contacts. High quality management reports can result in employment offers after the program.

LEADERSHIP TRAINING AND COACHING
Throughout the program, a series of leadership training and team coaching sessions on consulting skills, change management, goal setting, and career strategy help participants define their professional vision and evaluate next opportunities.

COMMUNITY OF SUSTAINABILITY PROFESSIONALS
Through their professors and regular guest-speakers, participants are in direct touch with international companies in the region. The program takes place at locations all over Switzerland. The faculty is comprised of experienced business professionals from all over the world.

The small and personalized format of the program allows for building a close network of like-minded professionals for life. One module is fully dedicated to active networking with more than 100 alumni from the program.

CAREER PROSPECTS
The Diploma in Sustainable Business prepares you to meet the growing demand for professionals who understand sustainability and its complexity, have the capacity to approach emergent problems and generate future-oriented solutions, and know how to work at the intersection of different disciplines.

A job in sustainability entails the responsible management of resources and the optimization of the environmental, social, and economic impact of an organization. Some have specific titles such as sustainability officer, coordinator, director, or manager; others are extended corporate roles which include driving sustainability initiatives in a function, sector or division. Also, many sustainability professionals choose to work as independent consultants offering advice on sustainability practices for specific projects in a range of organizations both in business and other sectors around the world.

Management occupations in sustainable development cover a broad spectrum of positions such as sustainability analyst, consultant, operations manager, director of corporate responsibility, industrial production manager, compliance officers, impact auditors, health and safety specialists, recycling coordinators, and civil engineers.

With the world facing complex problems which require systemic thinking and stewardship, and with business and government showing an increasing interest in sustainability, the sector will continue to grow dynamically and new employment opportunities will arise. While millions of jobs today won’t exist any more in 2030, millions of new jobs by then don’t yet exist today. Jobs in the field of sustainability are among these yet-to-emerge future jobs.
From teaching to learning

- From teaching to learning with a focus on experiential & applied learning methods
- A co-created program with participants with new emerging concepts
- "Walking the talk" where participants become sustainability ambassadors and change agents

Creating a network for your future career

- Public institutions, networks & think tanks
- Companies and start-ups in the sustainability field
- Meeting engaged sustainability pioneers and practitioners
- Connecting with applied research through BSL and HSG

An inclusive address

- An interdisciplinary and systemic approach to complex global issues
- A co-creative and collaborative approach to learning and action learning methods to develop sensitivity for complex sustainability issues
- A focus on leading change skills and personal development
- Becoming an effective change agent and leader in the sustainability field

Real-life projects

- Working with innovative consulting models
- Real-life project assignments with partner companies and NGOs
- Supporting start-up companies and alternative businesses
- Co-create real-life change in companies and organizations
ABOUT UNIVERSITY OF ST. GALLEN (HSG)

The University of St. Gallen (HSG) was established more than a century ago and educates more than 8,000 students from 80 nations. (www.unisg.ch) It focuses on practical relevance with an integrated approach in the fields of Business Administration, Economics, Law and Social Sciences. Academic degrees are offered at the Bachelor, Master and Doctoral levels in both English and German. University St. Gallen is accredited by EQUIS and AACSB and has been consistently ranked among Europe’s leading business universities. It ranks 4th in Europe (2017 Financial Times European Business School ranking). Together with BSL it is a co-founder of the World Business School Council for Sustainable Business and the global 50+20 initiative. www.iwoe.unisg.ch

THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)

WBCSD is a coalition of international companies that share a commitment to the principles of sustainable development via the three pillars of economic growth, ecological balance and social progress. The Association benefits from a global network of national and regional business councils and partner organizations representing a large and diversified group of business leaders. www.wbcsd.org

"Last week I finished the program studies. Today I am proud to be part of the DAS family and the even greater family of change makers willing to steer our transformational journey towards a truly sustainable society.

- Diego Horcajada, Diploma in Sustainable Business"