Structure of this book

Introduction
These chapters provide an easy entry into the topic of business administration. They deal with needs, services provided by enterprises and the different types of enterprises, independent of the St. Gallen Management Model.

Body
These chapters provide a comprehensive explanation of business administration in terms of the St. Gallen Management Model, which will be explained in five parts (A–E). For better clarity, the parts are associated with different colors.

Toolbox
Provides tools for the identification of problems as well as the determination, assessment and implementation of solutions.

Index
Key terms and other important technical words are listed and the point in the book where they are defined is indicated.
What are our objectives in terms of optimizing and aligning our business processes and improving our competitive position?

The distribution area of the products is Germany, Switzerland, and Austria. The Swiss tourism industry is pursuing a niche strategy. The tourism industry of the region is characterized by the lack of natural resources and the limited attractiveness of the region's natural landscape. The Swiss tourism industry is pursuing a niche strategy because of the high competition and the lack of any significant competitive advantage. The Tourism Commission of Switzerland has developed a strategy to promote the region as a tourist destination in the world. This strategy is based on the following core elements:

- Promotion of the region's natural landscape
- Promotion of the region's cultural heritage
- Promotion of the region's gastronomy
- Promotion of the region's sports activities
- Promotion of the region's leisure activities

The Swiss tourism industry has developed a portfolio of tourist activities that are specific to the region and that are not available in other regions. The portfolio includes activities such as hiking, skiing, mountain biking, golf, and water sports. The portfolio is designed to attract tourists who are interested in activities that are specific to the region. The Swiss tourism industry has also developed a network of partners that are involved in the promotion of the region as a tourist destination. The network includes hotels, restaurants, tourist attractions, and tour operators. The network is designed to provide tourists with a wide range of tourist activities and to ensure that tourists have a positive experience in the region.

The Swiss tourism industry has also developed a marketing strategy to promote the region as a tourist destination. The marketing strategy includes the following elements:

- Development of a brand identity
- Development of a marketing campaign
- Development of a marketing plan

The brand identity includes the following elements:

- Design of a logo
- Design of a tagline
- Design of a slogan

The marketing campaign includes the following elements:

- Development of a creative concept
- Development of a media strategy
- Development of a schedule

The marketing plan includes the following elements:

- Development of a budget
- Development of a schedule
- Development of a control system

The Swiss tourism industry has also developed a set of key performance indicators (KPIs) to measure the success of the strategy. The KPIs include the following elements:

- Number of tourists
- Number of nights stayed
- Number of tourist activities
- Number of tourist attractions
- Number of tourist restaurants

The KPIs are used to measure the success of the strategy and to identify areas for improvement.

At the end of each chapter is a set of exercises. They serve as a way to apply and deepen the material and have a medium to high level of difficulty. Simpler exercises are posed by the central questions at the beginning of each chapter.

Solutions can be found at www.iwp.unisg.ch/bwl (only in German).
1.2 Business Mission Statement

A mission statement is the long-term vision of an enterprise. It serves as a guide for both the enterprise and its employees, and allows the public to trust the business activities. A mission statement contains the following statements:

- Values: These values guide the actions (e.g., production, marketing) of an enterprise.
- Strategic Goals: These goals reflect the enterprise's long-term vision.
- Identity: This identity is the image of a man that prevails in the early 20th century. In the spirit of industrialization, the human was considered a cheaper factor of production compared to machines. The human was aligned with machines, which did not have the ability to feel. The human was a tool for production and could be picked up and chosen according to his needs. He was considered to be basically lazy and could only be pushed to work through financial incentives. Machines served as role models for productivity and efficiency. The worker should work at least as well as the machine.

Example:

- EasyJet – Mission Statement

You will recognize our values in five core principles:
- Safety – Our No. 1 priority – no compromises
- Integrity – We mean what we say, and do it!
- Pioneering – Breaking the mold to find new ways and new opportunities
- Teamwork – We’ll get there faster together
- Safety – Our No. 1 priority – no compromises

Management develops and enforces the mission and strategic goals. Management is responsible for the performance of the business. The performance of the business is driven by a hierarchical structure, in which each manager is responsible for the performance of their department.

References

- Cross-reference arrows indicate a corresponding reference at the end of the chapter or a close reference to another chapter.
- References indicate the source of statements or materials. Additional information is provided in the margins.