Center for Aviation Competence
University of St. Gallen

18.03.2017
Dr. Andreas Wittmer
Agenda

- CFAC-HSG: Who we are and what we do
- Our industry network
- Our Executive Education Portfolio
- About the University of St. Gallen
The University of St. Gallen (HSG)
School of Management, Economics, Law, Social Sciences and International Affairs
Vision

As a leading business university, the University of St. Gallen sets global standards in research and teaching by promoting integrative thought, responsible action and entrepreneurial innovation in business and society.
The organisation of HSG

University

Executive School
- School of Management
- School of Humanities and Social Science
- Law School
- School of Finance
- School of Economics and Political Science

Center for Aviation Competence (CFAC-HSG)
HSG has a global executive alumni network...

- 24,764 members worldwide
- 174 Alumni-Clubs on 5 continents
- Vision: “Creating benefit, networking and funding”
...with international partnerships.

• HSG is a member of the international networks CEMS, PIM and APSIA

• HSG encourages student exchanges with about 190 universities worldwide

• Double-degree programmes at the Master's Level with the CEMS Alliance and 12 further universities worldwide
HSG achieved top results in the Financial Times Ranking...

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<td>7</td>
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<td>6</td>
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<td>Master in Management</td>
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<td>1. (SIM) / 7. (CEMS)</td>
<td>1. (SIM) / 5. (CEMS)</td>
<td>1. (SIM) / 4. (CEMS)</td>
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<tr>
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<td>10</td>
<td>6</td>
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<td>Executive Education</td>
<td>17</td>
<td>14</td>
<td>15</td>
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<tr>
<td>Executive MBA</td>
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<td>30</td>
<td>23</td>
<td>20</td>
<td>October</td>
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<tr>
<td>Full-Time MBA</td>
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In the Financial Times Ranking, the European positions are indicated.

Source: www.travelita.ch
…and also in the CHE Ranking.

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<tr>
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The Ranking of the Centre for Higher Education (CHE) makes a distinction between top, middle and bottom group.
The executive education offer at HSG is diverse…

• Executive education as a central task of HSG besides degree courses and research
• Equal focus on topicality, practical relevance and theory
• Annual turnover of CHF 45.5m
• More than 5000 participants in further education, about 1200 in the Executive School
...and the accreditations guarantee international quality standards.

- Independent accreditation experts assess our institution based on the highest international quality standards.
- Accredited with EQUIS since 2001 and with AACSB since 2003.
- The HSG was the first university in the German speaking area to receive the two most demanding international seals of approval for business schools.
The HSG-Center for Aviation Competence is an independent institution of the University of St. Gallen.
CENTER FOR AVIATION COMPETENCE (CFAC-HSG)

The sky is full of opportunities…
Our objectives

• we support the aviation and aerospace industry on a scientific basis by research, services, seminars and conferences.
• we collect documents, data and facts about the aviation industry and are a competent contact point for questions regarding the aviation industry.
• we offer education, advanced and further training in the field of aviation and aerospace.
• we conduct academic research and publish internationally and become a known institution globally.
The CFAC-HSG team stands for excellence…

**Associate Partners / Academic HSG-Partners**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Prof. Dr. Roland Müller</td>
<td>Professor, FAM HSG</td>
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<tr>
<td>Prof. Dr. Christian Lasser</td>
<td>Professor, FAM HSG</td>
</tr>
<tr>
<td>Prof. Dr. Thomas Gross</td>
<td>Professor, FAM HSG</td>
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<tr>
<td>Prof. Dr. Wolfgang Stöcke</td>
<td>Professor, FAM HSG</td>
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<tr>
<td>Prof. Dr. Karl Frischendorf</td>
<td>Professor, FAM HSG</td>
</tr>
<tr>
<td>Prof. Dr. Walid Raissouni</td>
<td>Professor, FAM HSG</td>
</tr>
<tr>
<td>Prof. Dr. Stefan Markushev</td>
<td>Professor, FAM HSG</td>
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**Team**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>Dr. Andreas Wittmer</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Mrs. Lueder</td>
<td>Research Associate</td>
</tr>
<tr>
<td>Mrs. Peters</td>
<td>HR/Accounting</td>
</tr>
<tr>
<td>Nicola Thalmann</td>
<td>Administration</td>
</tr>
<tr>
<td>Naomi Rehfeldt</td>
<td>Junior Researcher</td>
</tr>
<tr>
<td>Rafael Rüttimann</td>
<td>Junior Researcher</td>
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**CFAC Fellows**

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<tr>
<th>Name</th>
<th>Role</th>
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<tr>
<td>Joel Hricik</td>
<td>Researcher</td>
</tr>
<tr>
<td>Dr. Claude Nuss</td>
<td>Fellow</td>
</tr>
<tr>
<td>Dr. Renato Falsi</td>
<td>Fellow</td>
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**Associate Partners**

- AeroEx
- ANA
- ME Advocat AG
- JTF-IIIW Chair
- ZAV ZHAW
- KIFL-MIR

**Contact**

Center for Aviation Competence CFAC-HSG
Phone: +41 (0)71 224 23 00
Fax: +41 (0)71 224 23 35
cfac@hsg.unisg.ch
www.cfac.ch
... in an international aviation network.

Source: www.thelancet.com
Our partners include academic and industry partners

**Academic and education partners:**
- EPFL, École Polytechnique Fédérale de Lausanne
- ASA, Swiss Aviation Academy
- SARC, Swiss Aviation Research Center
- HTW Chur, Hochschule für Technik und Wirtschaft, University of Applied Sciences

**Industry partners and sponsors:**
- AERO Exclu
- AERO CLUB
- AERO INSURANCE SERVICE AG
- IGOL
- OFOC
- PSA
- QualiSafe GmbH
- JET AVIATION
- AviSwiss GmbH
- edelweiss
- RAIFFEISEN
- SHA
- skyguide
- SWISSPORT
We work in three different strategic business units...

Research: *We do scientific research and publish in world top journals*
- supervision of dissertations, master- and bachelor theses
- participation at conferences
- publications in Journals
- organization of international conferences

Education: *We educate practitioners and University students on a top level*
- public lectures
- bachelor and master level courses
- executive education

Services: *We connect scientific research with practical challenges*
- studies and surveys
- market analyses
- applied research
…whereby we focus on our core disciplines.

- Risk, Safety, Security, and Governance
- Communication
- Air Law, Commercial Law, and Labor Law
- Sociology and Social Trends
- Service and Supply Chain Management
- Marketing and Consumer Behavior
- Environment and Sustainability
- Human Resources, Leadership, and Entrepreneurship
- Strategy/ Business Processes and Business Models

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University of St. Gallen

CFAC: CENTER FOR AVIATION COMPETENCE
We conduct diverse projects…

- Catalytic effects of regional Airports in Switzerland
- Masterplan with economic and management concept for Samedan Airport
- Sustainable development at Zurich Airport
- Transboarder connectedness of industry in the Area of Zurich
- Competitiveness of Swiss Aviation
- Helicopter landing fields in the Swiss mountains
- Future mobility needs 2040
- Customer needs railway with respect to GA
- Benefits of aviation for Dübendorf Airport
- Revenue enhancement and new integrative organisational structure for Bern and Grenchen Airports

- Swiss Monitoring
- Perspectives of the development of Hubs in the Middle East
- Economic effects of direct connections from Zurich
- Importance of Zurich Airport for the location attractiveness
- Accessibility of railway stations
- Introduction of matrix organisation across Lufthansa, Swiss, Austrian operation department
...and offer executive as well as academic education.

**Executive Education:**
- CAS in Global Aviation Management
- Aviation Accountable Management
- International Aviation Management
- Safety and Security Management
- Auditing in Aviation
- Introduction to the System of Aviation for Newcomers
- Commanders Training
- Civil Aviation Instructor
- Crew Resource Management and Human Factors
- Human Performance and Limitations
- Comander brush-up
- Risk Management in Aviation
- Aviation Governance
- Customer Value Management
- Strategy Process in Aviation

**University Education:**

**Aviation Management and Economics Courses:**
- University of St. Gallen (in St. Gallen and Singapore)
- ETH Zurich
- Modul University Vienna (Austria)
- Mae Fa Luang University Chiang Ray (Thailand)
- Emirates Aviation University Dubai (UAE)
- Management Center Innsbruck (Austria)
- University of Applied Sciences Winterthur
- University of Applied Sciences Chur
We publish books and journals and are present in various societies.

Books:
- CFAC – The Aviation Series
- Aviation Systems – Management of the Integrated Aviation Value Chain
- Aviation Risk and Safety Management – Methods and Applications in Aviation Organizations

Journals:
- Journal of Air Transport Management
- Journal of Aviation Studies
- International Journal of Aviation Management

Academic societies:
ATRS: Air Transport Research Society  
WCTR: World Conference of Transport Research Society  
G.A.R.S.: German Aviation Research Society  
AIEST: International Association of Scientific Experts in Tourism

Industry Societies:
Skal Club  
Swiss Aerospace Cluster  
Aeroclub of Switzerland (AeCS)  
Swiss Aviation Journalists (SAJ)
The Center for Aviation Competence (CFAC-HSG) is innovative, competent and combines academia with practice.

<table>
<thead>
<tr>
<th><strong>7 academic advisory board members</strong></th>
<th><strong>32 benefactors</strong></th>
<th><strong>6 HSG Institutes</strong></th>
<th><strong>32 aviation projects</strong></th>
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<tbody>
<tr>
<td><strong>2 textbooks</strong></td>
<td></td>
<td><strong>12 CFAC aviation series</strong></td>
<td><strong>2 honours</strong></td>
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<td><strong>&gt; 100 publications</strong></td>
<td></td>
<td><strong>active in 10 international universities</strong></td>
<td><strong>11 dissertations</strong></td>
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<tr>
<td><strong>5 partners</strong></td>
<td></td>
<td><strong>4 academic societies</strong></td>
<td><strong>6 employees</strong></td>
</tr>
<tr>
<td><strong>7 educational modules</strong></td>
<td></td>
<td><strong>&gt; 350 advised diploma thesis and academic papers</strong></td>
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<tr>
<td><strong>3 fellows</strong></td>
<td></td>
<td><strong>4 formal editorial boards</strong></td>
<td><strong>4 industry clubs</strong></td>
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The sky is full of opportunities…
The CFAC-HSG offers different executive education modules.

**Multi-Day Modules:**
- CAS in Global Aviation Management
- Aviation Accountable Management
- International Aviation Management
- Safety and Security Management
- Auditing in Aviation
- Introduction to the System of Aviation for Newcomers
- Crew Resource Management and Human Factors

**One-Day Modules:**
- Risk Management in Aviation
- Aviation Governance
- Customer Value Management
- Human Performance and Limitations
- Commanders Training
- Civil Aviation Instructor
- Strategy Process in Aviation
Global Aviation Management Certificate Program (GAM-CP)

Objectives:

- gain an overview and brush up of the system of aviation on a global scale
- gain a brush up of responsibilities of accountable managers in aviation
- learn to implement and conduct internal auditing
- be able to implement lead the process of risk management
- be able to implement and manage their safety management system
- learn about quality management systems and how to efficiently apply them
- receive a brush up on most important global and European regulations
- learn how to deals with authorities
- be introduced about certification process management
- learn about cross cultural management with a focus on Asia
# Global Aviation Management Certificate Program (GAM-CP)

## International Management
- Doing Business in Asia
- Strategies and Competing in Asia
- Management in a Cross Cultural Environment
- Company Visits

## Safety and Security Management
- Essential Basics and Limitations of Safety in Aviation
- Safety Culture
- Regulatory Requirements
- EASA Management
- Internal Control Systems
- Safety Risk Management
- Industry Code of Best Practice
- Reporting
- Production vs. Protection

## Auditing in Aviation
- Introduction to quality and compliance management
- Regulations of Management Systems (ISO/EASA)
- Communication and behavior during the Audit
- Audit Software AMAS

## Accountable Aviation Management
- Overview of the Aviation Systems
- Overview of International Authorities and Organizations in Aviation
- Accountability, Duties and Responsibilities of the Accountable Manager
- Labor Law
- Project Management
- Corporate Governance in Aviation
- Leadership
- Quality Management
**Global Aviation Management Certificate Program (GAM-CP)**

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<tr>
<th>Date</th>
<th>Module</th>
<th>Location</th>
<th>Costs</th>
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<tr>
<td>14.06.2017 – 16.06.2017</td>
<td>International Aviation Management</td>
<td>Singapore</td>
<td>CHF 2'550 CHF 2'370</td>
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<td>20.11.2017 – 22.11.2017</td>
<td>Auditing in Aviation</td>
<td>St. Gallen</td>
<td>CHF 2'550 CHF 2'370</td>
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<td>15.01.2018 – 20.01.2018</td>
<td>Accountable Aviation Management</td>
<td>St. Gallen</td>
<td>CHF 5’100 CHF 4’700</td>
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**Certificate:** CAS (and 10 ECTS)

**Costs for the entire Program:** CHF 12’000 | Supporters CFAC-HSG: CHF 11’100
Introduction to the System of Aviation for Newcomers

Day 1:
- Introduction
- Systems of Aviation (Environments)

Day 2:
- Value Chain of Aviation
- Supply of Aviation: Network Management and Business Models

Day 3:
- Demand of Aviation: Marketing, Revenue Management, Customer Value

Costs: CHF 2'000 | Supporters CFAC-HSG: 1'900
One Day Modules

Risk Management in Aviation

Strategy Process in Aviation

Commanders Training

Civil Aviation Instructor

Aviation Governance

Customer Value Management

Crew Resource Management

Human Performance and Limitations

Costs: CHF 950 | Supporters CFAC-HSG: CHF 890
Risk Management in Aviation

- Clear up the term of Risk Management in relation to strategy and Corporate Governance
- Present an overview over the prejudices and development of Risk Management
- Give some recommendations for the implementation of an efficient Risk Management in Aviation
- Collect the risks of a regional airport and assessment of the relevant risk in a work shop
- Point out the special risk of pilots education through an analyse of an accident
Aviation Governance
• Clarify the term and the function of Corporate Governance in general
• Present an overview over the development of the principles and provisions on Corporate Governance
• Highlight the significance and the value of Corporate Governance for all enterprises
• Point out the particular significance of Corporate Governance for aviation enterprises
• Introduce Owner Strategy as a special important subject of Corporate Governance
Customer Value Management

• Introduction to customer value analysis
• Using customer analysis for managing and performance based steering in organisations
• Implement a system which increases benefits to customers and returns to the company
Human Factors in Aviation

We offer two training modules in cooperation with Air Zermatt and ZHAW:

- **Crew Resource Management (CRM):** The object of this module is to educate how safety cultures can be created in a working team, in a crew or within a organization. (Two days).

- **Human Performance and Limitations (HPL):** Participants receive an overview of medical and psychological issues. (One day)

Both training modules aim to increase the safety within a company and are based on the EASA Air Ops (Regulation (EU) No. 956/2012) requirements.
Civil Aviation Instructor

An upgrade of regulations and procedures in aviation and introduction to efficient controlling and instruction.
Commander Training

- Your pilots and co-pilots get an overview of the tasks, competences and liabilities of a commander.
- The training can be booked as a part of a commanders education for co-pilots or as an executive education modul.
- Lectures are accompanied by many examples from the practice and real cases.

Source: www.onboard.thalesgroup.com
Strategy Process in Aviation

- What part plays the strategy within organisations
- Wrap up of state-of-the-art strategy process
- Clearification of terminology strategy and business model
- Reflection of business models in the Aviation industry
- Business model innovation process

Source: www.munesd-vienna.com
We customize our offer

Our executive education seminars are open to participants internationally and can be booked individually or as an in-house training program within your company or association.

We respond to your individual demands by tailoring our executive education to your specific needs and requirements.
The industry network supporting the Swiss aerospace industry in the transfer of contacts, knowledge and technology.

92 members
- 68 companies
- 4 research institutions
- 20 other members (associations, economic development offices and individual members)
Contact:
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Managing Director CFAC-HSG
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cfachsg@unisg.ch

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