



University of St.Gallen

Center for Aviation and Space Competence



UPGRADE
YOUR
CAREER

CAS Aviation Accountability, Safety and
Compliance Management (ASCM)
DAS Global Air Transport Management
(GATM)

Facts & Figures

2005
Foundation CFAC-HSG

> 100
Alumnis

10
Employees at CFAC

5
Fellows (practitioners from the
industry with a strong scientific
background)

HSG Impact Award 2023
Sustainable Aviation

3
CFAC Books (Sustainable Avi-
ation, Aviation Risk and Safety
Management, Aviation Systems)

4
Executive Education Programs

Accreditations





Welcome

The ongoing liberalization of markets, rapid technological changes, digitalization and the establishment of new business models in aviation raise new questions for theory and practice. Current and future developments in aviation are thereby shaped by the industry actors and structures, in short, the aviation system. To lead efficiently their company or department, a deeper understanding of the industry and all actors on a global scale is essential for aviation managers.

Our Certificate of Advanced Studies in Aviation Accountability, Safety and Compliance Management (CAS-ASCM) and the Diploma of Advanced Studies in Global Air Transport Management (DAS-GATM) are University-level executive programs designed to meet this need. They equip aviation professionals with up-to-date expertise in aviation management, regulation, and strategic leadership in a fast-evolving global context.

A stylized, handwritten signature in black ink, appearing to read 'A. Wittmer'.

Dr. Andreas Wittmer
Managing Director

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Overview

Locations

The Certificate of Advanced Studies in Aviation Accountability, Safety and Compliance Management (CAS-ASCM) is held entirely at the University of St. Gallen (HSG), offering participants a focused academic setting in the heart of the city and close to many cultural attractions.



The Diploma of Advanced Studies in Global Air Transport Management (DAS-GATM) includes all HSG-led modules in St. Gallen, with one additional module taking place in Laax, located in the scenic Swiss mountains. The IATA-organized electives take place internationally, with locations such as Singapore, Istanbul, London, Abu Dhabi, or Geneva, offering participants a truly global learning experience.



Program benefits

The CAS-ASCM and DAS-GATM are unique executive education programs at university level. For nearly 20 years, CFAC-HSG has been equipping aviation managers with the skills and knowledge to lead in a dynamic industry.

The CAS-ASCM and DAS-GATM develop high potential aviation managers into global aviation leaders by turning their aviation practice into capabilities for managing global aviation. It prepares participants to maintain, stream and improve insights about the aviation market, competition, customers, suppliers and regulations. Capacities are built with respect to challenges in accountable management, internal auditing, safety and security management, international management and leadership.

The direct transfer into practice is achieved by applying specific business cases, which are often introduced by the participants. Equipped with an overview, frameworks and tools, the participants will be able to lead, control and increase the efficiency of processes in global aviation management. They will receive structures and tools to auditing their companies and will be able to reduce the risk by using the provided risk management framework. Schemes for quality and safety management help them to comply with regulations. Finishing this program will enable the participants to influence and steer the company by applying their knowledge of the global system of aviation.

Four reasons to participate in the CAS-ASCM and DAS-GATM

1. Brush up on Aviation Management in an international context

Globalization has led to a strongly growing demand in international air transport. To make the most out of this opportunity, it is important for aviation managers to have a deeper understanding of the global aviation industry as a whole. The CAS and DAS give you insights about the aviation market, its competition, customers, suppliers and regulation on an international scale. Capacities are built with respect to challenges in project, international, safety & security management and internal auditing.

2. Transfer your knowledge immediately into practice

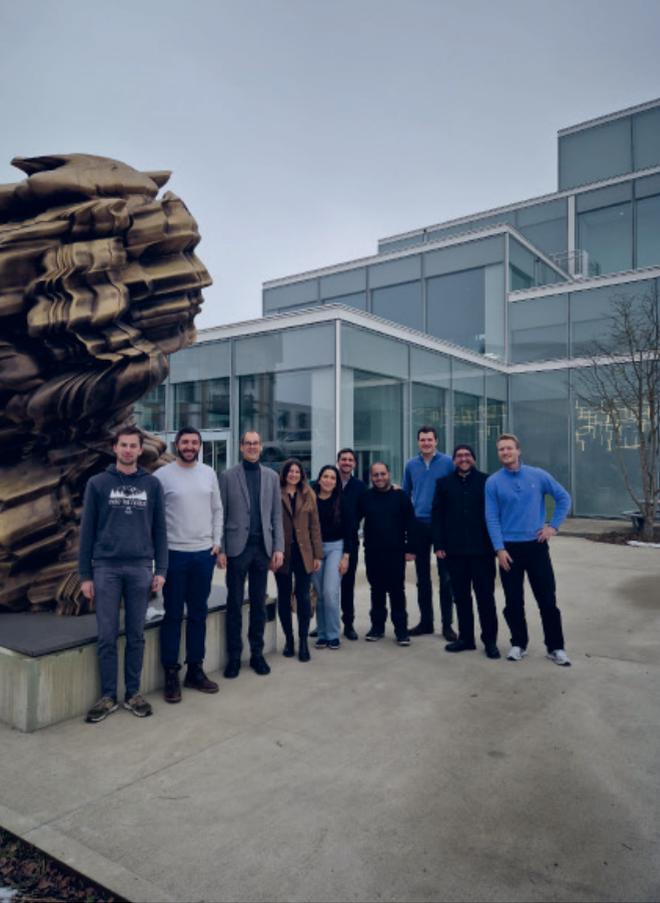
Lectures are followed by real cases and workshop style discussions. The participants themselves often introduce specific business cases. Company visits and guest lectures will give you practical insights into operations and service innovations.

3. Increase the efficiency of processes in your company

After having participated in our program, you will have an understanding and overview of the global aviation system. You will know about the crucial regulations and their impacts on your business. Frameworks for quality and safety management as well as for auditing processes will help you and your company to comply with these regulations. By using the provided risk management framework, you can reduce the risks facing your company and prepare it optimally for an ever-changing world.

4. Join the Alumni Network

Our participants have access to the aviation network of past participants of our programs and all instructors as well as your course-mates.



«The CAS has exceeded my expectations. The modular setting of the course, the know-how transfer by dedicated and competent lecturers, the inspiring personal exchange among aviation professionals and the positive learning atmosphere – a perfect combination and a great experience!»

Alex Schönenberger, Captain and Flight Instructor/Examiner, Participant 2022

Doing a real Audit at an Airport





«The CAS was not only an opportunity for me to deepen my knowledge in aviation, but also to expand my network and gain valuable insights for my professional future.»

Raphael Widmer-Kaufmann, Lawyer and notary, Participant 2022

«The CAS gave me, as a theoretician coming from insurance, the opportunity to build a network with practitioners from all directions of aviation as well as from different nations.»

Sonja Bollier, Risk Transfer Expert, Participant 2021/22



Small groups for efficient exchanges

CAS in Aviation Accountability, Safety and Compliance Management (ASCM)

Target Group

To be considered for the program, aviation and aerospace experience and/or a bachelors or master's degree is an advantage, but not exclusively needed. We also welcome newcomers who wish to enter the aviation industry. We expect English written and spoken language skills.

Business areas:

- Aviation and Aerospace Managers
- Accountable Managers
- Corporate Development Managers
- Safety Managers
- Auditors/internal Auditors/Controllers
- Risk Managers
- Project Managers
- Regulators
- etc.

Structure

The CAS is divided in four individual Modules:

- Accountable Aviation Management
- Responsible Leadership, Integrated Management, and Organization
- Sustainable Risk and Safety Management
- Auditing in Aviation

Participants of the entire program (17 days in total) receive 10 ECTS and the CAS-HSG Certificate. It is also possible to attend only one module or individual days (these participants receive a confirmation of participation).



Module 1: Accountable Aviation Management

The aviation industry is complex—not only due to intense market and cost pressures, but also because of a continuously evolving regulatory landscape. As aviation management grows more demanding, professionals require a deeper understanding of certification, risk and quality management, stakeholder governance, and customer-centric strategies.

In this module, participants will:

- Explore how diverse stakeholders interact within the aviation ecosystem
- Gain an introduction to governance frameworks in aviation
- Refresh and apply quality management theory in a practical context

- Examine customer expectations and understand customer value creation
- Analyze the aviation value chain and explore airline networks and business model
- Understand the responsibilities and accountabilities of postholders in aviation organizations
- Learn the fundamentals of aviation regulation
- Be introduced to key certification processes and challenges

Duration: 6 Days



Module 2: Responsible Leadership, Integrated Management and Organization

In an increasingly globalized aviation landscape, managers must be equipped to lead across borders, cultures, and business contexts. This module focuses on international aviation management and leadership in complex and dynamic environments, with a particular emphasis on doing business in and with Asia.

Participants explore the structure and dynamics of the Asian aviation market, discuss market entry strategies, and examine how to navigate cultural diversity in international business. The module combines theory with practice: mornings are dedicated to academic frameworks and leadership concepts, while afternoons offer applied insights through real-world cases,

service innovation discussions, and interactive sessions.

Key topics include:

- Integrated Management and Organizational Structures
- International Responsible Leadership
- Leadership Styles and Team Effectiveness
- Self-Leadership and Intrinsic Motivation

Duration: 4 Days

Module 3: Sustainable Risk and Safety Management

Managing risk is essential to the success and resilience of any aviation organization. This module provides participants with the tools and frameworks to identify, assess, and manage risks at both the corporate and operational levels—spanning safety, security, compliance, and sustainability.

Aviation is one of the most safety-critical industries in the world. Over time, a robust regulatory framework has been established at global, regional, and national levels. But is regulatory compliance alone enough to ensure safety? In this module, participants explore how to go beyond compliance by embedding efficient safety management practices and fostering a strong safety culture across their organization.

The course also covers the evolving landscape of external risks, including sustainability-related challenges, and introduces best practices for building integrated, forward-looking risk and safety strategies.

Key topics include:

- Integrated Corporate Risk Management
- Safety Risk Controls and Promotion Strategies
- Fundamentals of Safety Management Systems (SMS) in Aviation
- Business Benefits of Implementing SMS
- EASA Management System Requirements (Part ORO)
- Industry Codes of Best Practice
- Building and Assessing Safety Culture
- Navigating Regulatory Compliance

Duration: 4 Days

Module 4: Auditing in Aviation

Ensuring ongoing compliance in aviation operations requires effective internal auditing processes. This module introduces participants to the principles of compliance management and provides a comprehensive overview of internal auditing, from regulatory foundations to practical execution.

Participants will gain insights into the full audit cycle—including preparation, on-site auditing, and follow-up actions—as well as the interpersonal and communication skills needed to conduct audits effectively. The module also offers hands-on experience with AMAS, a specialized audit tool designed for aviation management.

Key topics include:

- Regulatory Frameworks for Management Systems (ISO/EASA)
- Design and Structure of EN ISO 19011
- Principles and Practice of Internal Auditing
- Audit Preparation, Performance, and Follow-Up
- Communication and Behavior During Audits
- Application of AMAS (Aviation Management Audit System) Software

Duration: 3 Days

Overview

CAS Program

Participants of the entire program (4 modules, 17 days, and Transfer Paper) receive 10 ECTS and the CAS-HSG Certificate. It is possible to attend individual modules or days as well.

Entire program

CHF 13'900.— / CHF 12'700.— *

Accountable Aviation Management (January, St. Gallen)

CHF 5'100.— / CHF 4'950.— *

Responsible Management, Integrated Leadership, and Organization (June, St. Gallen)

CHF 3'400.— / CHF 3'290.— *

Sustainable Risk and Safety Management (September, St. Gallen)

CHF 3'400.— / CHF 3'290.— *

Auditing in Aviation (November, St. Gallen)

CHF 2'550.— / CHF 2'490.— *

Individual days

CHF 950.— / CHF 890.— *

* CFAC/FFAC Supporter

(annual fee for companies: CHF 1'000)

Location

The 4 modules of the CAS-ASCM program will be held in person in St. Gallen, Switzerland.

For the current dates please refer to our webpage:

www.cfac.ch

Together with IATA we offer a Diploma of Advanced Studies in Global Air Transport Management. Please refer to the following pages of this brochure and:

<https://es.unisg.ch/en/executive-programme/global-air-transport-management-das/>



DAS in Global Air Transport Management (GATM)

Target Group

The DAS-GATM is designed for experienced professionals and executives in the aviation industry who wish to enhance their strategic and international management capabilities. Participants typically have several years of experience in areas such as airlines, airports, aviation authorities, or related sectors. Strong English language skills are required, as modules of the program are conducted in English.

Business areas:

- Airline & Airport Management
- Aviation Strategy & Policy
- International Business Development
- Network Planning & Infrastructure
- Regulatory & Civil Aviation Authorities
- Risk Managers
- Project Managers
- Aviation Consultants
- etc.

Structure

The DAS-GATM consists of five core modules offered by the University of St. Gallen (HSG):

- Accountable Aviation Management*
- Strategy and Business Models
- Responsible Leadership, Integrated Management, and Organization*
- Sustainable Risk and Safety Management*
- Auditing in Aviation*

*For details, see CAS-ASCM section

In addition, participants choose 3 IATA core electives, totaling 12 to 14 course days, from the following options:

- Airline Leading Practices and Cost Reduction Strategies
- Revenue Management and Pricing with Simulation
- Airline Business Models and Competitive Strategies (Virtual Simulation Program)
- Network, Fleet and Schedule Planning
- Design a Sustainability Strategy (Advanced)



Module: Strategy and Business Models

Aviation is part of a rapidly evolving global ecosystem shaped by innovation, uncertainty, and competition. Strategic thinking and the ability to adapt business models are key success factors for leaders in this industry.

This module explores how aviation professionals can anticipate change, develop competitive strategies, and translate them into scalable business models. Participants are introduced to core concepts of strategic management, business model innovation, and systems thinking through a mix of theory and real-world application in unique learning environments – including sessions in the Swiss Alps.

In this module, participants will:

- Understand the fundamentals of strategic management in network industries
- Learn how to design and evaluate business models
- Explore methods for business model innovation
- Connect strategic frameworks with real-world industry cases
- Apply systems thinking using the St. Gallen Management Model (SGMM)
- Gain inspiration from the Swiss NewSpace ecosystem and its strategic dynamics

Duration: 2 Days



Elective 1: Airline Leading Practices and Cost Reduction Strategies

In today's highly competitive aviation market, airlines must balance cost efficiency with revenue innovation. This module examines how leading airlines optimize their business models, implement strategic cost management, and compete through multi-brand strategies.

Participants gain a solid understanding of the economics behind successful airline operations, exploring key differences between Low-Cost, Ultra-Low-Cost, Hybrid, and network carriers. Mornings focus on core concepts and business frameworks, while afternoons apply these insights through case studies, airline benchmarks, and interactive discussions on revenue optimization and cost control.

Key topics include:

- Airline Business Models and Economic Realities
- Strategic Revenue and Cost Management
- Multi-Brand Strategies and Competitive Positioning
- Product Monetization and Value Creation
- Organizational Levers for Sustainable Cost Reduction

Duration: 5 Days



Elective 2: Revenue Management and Pricing with Simulation

Effective pricing and seat allocation are critical drivers of airline profitability. This module introduces the core principles of revenue management (RM) and applies them in a hands-on simulation that mirrors real-world airline challenges.

Participants learn to forecast demand, design fare structures, and manage seat inventory across fare classes, balancing business and leisure travel patterns. Mornings focus on RM theory, pricing strategies, and forecasting techniques; afternoons are dedicated to simulation-based decision-making and KPI analysis to evaluate and refine revenue strategies in a dynamic environment.

Key topics include:

- Revenue Management Principles and Processes
- Airline Pricing Strategies and Fare Structures
- Demand Forecasting and Optimization
- Seat Inventory Control and Allocation
- RM Systems, KPIs, and Performance Monitoring

Duration: 4 Days



Elective 3: Airline Business Models and Competitive Strategies - Virtual Simulation

In a fast-evolving industry, airline managers must make strategic decisions under pressure and uncertainty. This simulation-based module allows participants to test and refine their management and strategy skills by running a virtual airline in a competitive, risk-free environment.

Throughout the course, participants make decisions on fleet selection, network planning, pricing, and product strategy—competing against peers to build the most profitable airline. Short lectures introduce core concepts in business models and competitive strategy, while most of the time is dedicated to simulation sessions, case studies, and performance analysis. Participants learn to adjust their strategy

dynamically, mirroring real-world airline management.

Key topics include:

- Airline Business Models and Product Development
- Network Analysis and Strategic Planning
- Pricing and Revenue Management
- Aircraft Selection, Financing, and Scheduling
- Strategic Decision-Making and Performance Evaluation

Duration: 5 Days



Elective 4: Network, Fleet and Schedule Planning

Fleet, network, and schedule decisions are at the heart of airline profitability. This module focuses on the strategic and tactical planning processes that shape airline performance—from aircraft selection to route design and schedule optimization.

Participants explore the trade-offs between frequency and capacity, evaluate inter-airline cooperation strategies, and apply practical tools to build effective fleet and network plans. The course combines foundational theory with interactive exercises, enabling participants to test decisions in realistic planning scenarios and receive targeted feedback.

Key topics include:

- Network Strategies and Optimization
- Route Planning and Supply-Demand Dynamics
- Fleet Selection, Commonality, and Financing
- Schedule Design and Operational Constraints
- Cost and Revenue Drivers in Network Planning

Duration: 4 Days



Elective 5: Design a Sustainability Strategy - Advanced



As sustainability becomes a core expectation in aviation, companies must integrate it into their strategic priorities. This advanced module empowers participants to design a tailored sustainability strategy aligned with corporate goals, stakeholder expectations, and regulatory frameworks.

Structured in three parts, the course combines strategic input sessions, guided planning exercises, and case-based group work. Participants explore key frameworks like the materiality matrix and develop a comprehensive roadmap that balances environmental, social, and economic dimensions of sustainability. The focus is on building actionable strategies with clear timelines, internal alignment, and impactful communication.

Key topics include:

- Sustainability in Aviation
- Environmental, Social, and Economic Dimensions
- Materiality Matrix and Strategic Prioritization
- Stakeholder Engagement and Internal Alignment
- Communication and Strategic Marketing of Sustainability

Duration: 4 Days

Overview

DAS Program

Participants of the entire program (5 modules by the University of St.Gallen and 3 electives by IATA Training) receive 30 ECTS and the DAS-HSG Certificate.

Entire program

CHF 22'900.— / 23'450.— / 24'100.— *

* The price depends on the number of IATA Elective course days completed: 12 days are required (CHF 22'900), while 13 or 14 days (CHF 23'450 or CHF 24'100 respectively) are possible depending on your course selection.

Duration

31 - 33 days*

* The number of days depends on the number of IATA Elective courses completed

Location

The 5 modules by the University of St.Gallen will be held in person in St. Gallen, Switzerland. The 3 IATA Elective modules are delivered at global training locations, with the venue depending on the selected course. Current options include Singapore, Istanbul, London, Abu Dhabi, and Geneva. For details, please refer to the following IATA course pages. These can also be easily found via a simple Google search using the course title:

Airline Leading Practices and Cost Reduction Strategies

www.iata.org/en/training/courses/airline-cost-reduction/talg36/en/

Revenue Management and Pricing with Simulation

www.iata.org/en/training/courses/revenue-management-pricing/talm54/en/

Airline Business Models and Competitive Strategies – Virtual Simulation

www.iata.org/en/training/courses/airline-business-models/talg02/en/

Network, Fleet and Schedule Planning

www.iata.org/en/training/courses/fleet-schedule-planning/talm26/en/

Design a Sustainability Strategy – Advanced

www.iata.org/en/training/courses/sustainability-strategy-advanced/tall33/en/

Please note that course availability and locations are subject to change depending on the schedule set by IATA.

For the current dates please refer to: <https://es.unisg.ch/de/weiterbildung/global-air-transport-management-das/>



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From insight to impact.