



University of St.Gallen

Center for Aviation and Space Competence

CFAC-HSG Annual report

2025

From insight  
to impact.

# Facts and Figures

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**2005**

Foundation

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**>300**

Alumni of the CFAC  
Executive Programms

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**10**

Employees

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**6**

Fellows (experts from the  
industry and academics)

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**1**

Book series (CFAC - The  
Aviation Series) with 22  
editions

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**2023**

HSG Impact Award -  
Sustainable Aviation

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**3**

CFAC Books (Sustainable  
Aviation, Aviation Risk  
& Safety Management,  
Aviation Systems)

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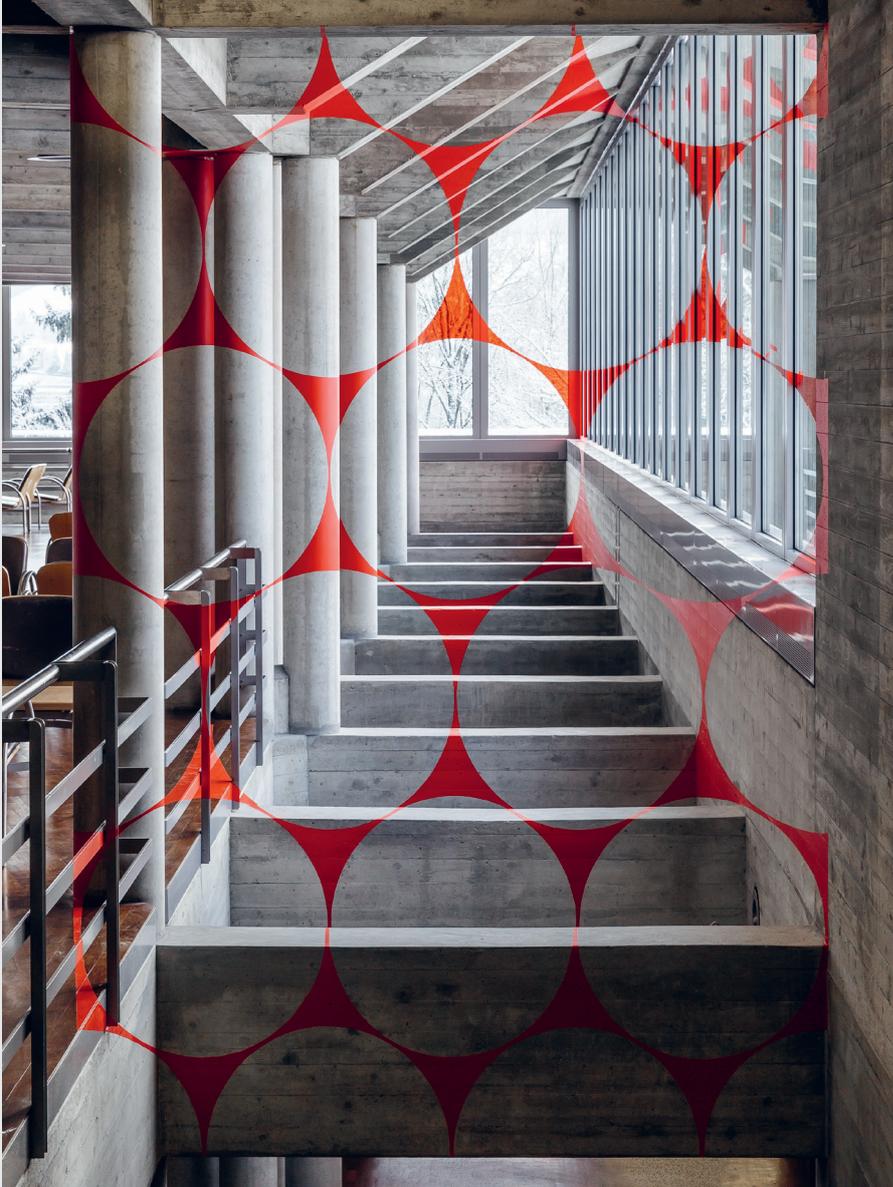
**4**

Executive Programs

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**>4000**

Students educated in  
Aviation Management



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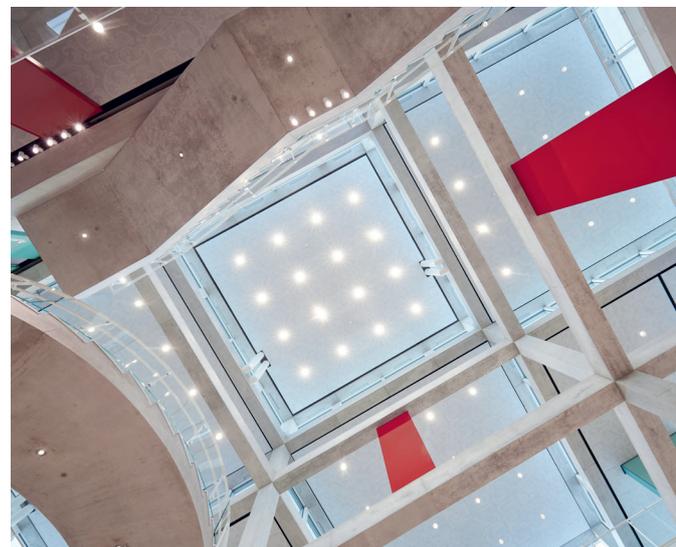
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Preview





# Introduction by the president

Dear All

Dear Alumni

Dear Supporters

In 2025, the Center for Space and Aviation Competence (CFAC) celebrated its 20th anniversary. This milestone provided an opportunity to look back on the center's development together with companions, partners, alumni, and friends of the CFAC. It is a point of contact for questions along the value chains of aerospace. The center's activities include research projects, consulting and study work, continuing education programs, and university teaching.

Continuing education remained a core pillar of the center's activities. In 2025, two CAS programs, one DAS program in cooperation with IATA, and the international "Space for Business" program were successfully completed. In addition, tailored in-house training was delivered for SWISS International Airlines. The center also maintained strong academic engagement at the University of St. Gallen, holding key responsibilities in flagship programs, delivering award-winning courses, organizing seminars and business projects, and supervising more than 20 bachelor's and master's theses.

Research activities were characterized by a broad range of practice-oriented projects with industry, public authorities, and international partners. These included airport studies, collaborations with the Swiss military and the European Space Agency, projects on aviation taxation and innovation models, and mandates addressing operational and regulatory challenges. Through its active involvement in the Center for Space and Aviation Switzerland & Liechtenstein and its engagement at the Innovation Park Dübendorf, the center further strengthened its role within the national aerospace ecosystem and its connection between research, industry, and public stakeholders.

March 2026

Prof. Dr. Thomas Geiser  
President  
CFAC Advisory Board

# Impressions from our events and work at CFAC



Networking dinner at Restaurant Brauwerk (CAS/ DAS Evening Program)



Audit at the airport St.Gallen-Altenrhein in the module "Auditing in Aviation"



Audit at the airport St.Gallen-Altenrhein in the module "Auditing in Aviation"

Space For Business 2025 cohort at the Galaaxy Space Station in Laax





Presenation about "environmental hazards in flight operations" by Fabian Fusina in our CAS/DAS-Programm



Spaghetti-dinner at Restaurant Baratella (CAS/DAS vening program)



Space For Business Class with Prof. Dominique Foray

# The CFAC-HSG at the University of St. Gallen

As one of Europe's leading business universities, the University of St.Gallen is globally recognized as a place for thought leadership on current economic, business and societal matters and for the development of talents able to integrate perspectives and act both entrepreneurially and responsibly.

## Mission

We provide scientific, applied and practice-oriented research as well as training and education for managers in systemic industries, governmental or non-profit organizations. We also serve as discussion partners or counterparts for experts and interested parties in the fields of aviation and space and related industries. Through these activities, we aim to help the aviation and space industry navigate its complex, interrelated, and heterogeneous fields of application.

## Vision

The CFAC is the number one independent university institution in Switzerland when it comes to research, trainings and executive education in the field of management, economics and law in the aviation and space and related industries.

## Values

independent, reflective, systemic,  
practice-oriented, collaborative

## The Center for Aviation and Space Competence (CFAC-HSG)

The Center for Aviation and Space Competence (CFAC-HSG) is an independent institution of the University of St.Gallen. The CFAC-HSG is administratively managed by the Institute for Systemic Management and Public Governance (IMP- HSG) and led by Dr. Andreas Wittmer. It offers services as well as basic and advanced training courses in Aviation and Space and provides service projects, such as market research and studies, using the knowledge that has been generated through research, publications and the experience of our academic advisory board members, partners and our Managing Director and his Team.



«We conduct research in various areas of **aviation**. The main focus is on sustainable aviation, customer value, systemic management, business model innovation and Just Culture in Aviation.»

«We conduct research in various areas of **space**. The main focus is on the new space economy, innovation and technology management and engineering economics.»

# Organization

## Team

The team of the Center for Aviation and Space Competence is managed by Dr. Andreas Wittmer. The team works with its highly qualified participating institutes, enabling knowledge to be shared between separate institutes and skill areas in the field of Aviation and Space.

## Team

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Wittmer Andreas Dr.  
Managing Director



Schweizer Paul  
Student Researcher



Chavy-McDonald  
Marc, Dr.  
Project Leader Space



Wittwer Henrik  
Research Assistant,  
Program Manager



Brechtel Luis  
Student Researcher



Kriz Klea  
Student Assistant



Zürcher Kim  
Administration



Steiner Susanna  
Finance / HR



Lenzhofer Meret  
Student Researcher

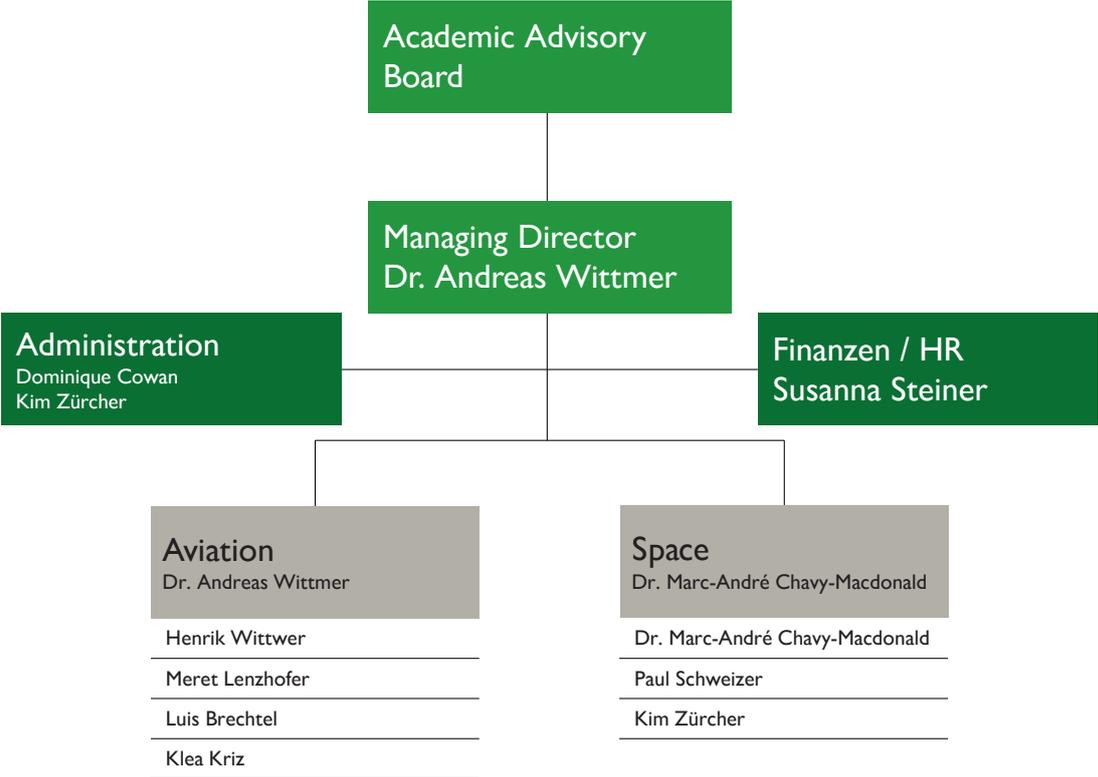


Cowan Dominique  
Administration

All employees are involved in various projects as well as lectures. Additionally, around 120 employees from partner institutes at the University of St. Gallen contribute their expertise to CFAC-HSG projects as needed.

# Organization

## Organigram CFAC-HSG



# Organization

## Academic HSG-Partners

The HSG-Center for Aviation and Space Competence is supported by eight institutes. The Center's academic advisory board is made up of the full professors of the participating institutes.

### CFAC Advisory Board

Prof. em. Dr. Thomas Geiser (President)	Institute for Jurisprudence and Legal Practice at HSG
Prof. Dr. Julia Arlinghaus	Institute for Production and Supply Chain Management HSG
Prof. Dr. Christian Hildebrand	Institute of Behavioral Science and Technology at HSG
Prof. Dr. Peter Hongler	Institute for Law and Economics HSG
Prof. Dr. Christian Laesser	Institute for Systemic Management and Public Governance at HSG
Prof. Dr. Stefan Morkoetter	St. Gallen Institute of Management in Asia (Singapore)
Prof. Dr. Winfried Ruigrok	Research Institute for International Management at HSG
Prof. Dr. Charlotta Siren	Institute of Responsible Innovation at HSG
Prof. em. Dr. Roland Müller (Guest)	Representing FFAC



## External Partners

Additionally, the Center for Aviation of the Zurich University of applied Science in Winterthur (ZHAW), the Institute for Tourism and Leisure Research (ITF) of the University of Applied Sciences, Chur (FHGR) are external partners with whom collaboration in projects as well as in teaching and advanced education at university/other tertiary educational level is being intensified. AeroEx, as an associate partner, is part of the executive education offer of the CFAC-HSG. The Aviation Research Center Switzerland (ARCS) is a partnership where swiss academic institutions with a focus on aviation and space collaborate. The CFAC is an active partner in this network. New since 2024 is the partnership with the newly founded Center for Space and Aviation Switzerland and Liechtenstein (CSA). It is a collaboration based at the Innovation Park Dübendorf between UZH, HSLU, CFAC-HG, Aeromedical Institute of Swiss Air Force, UFL and Sky Lab driving space research and presenting the new space economy.

The CFAC-HSG provides scientific research, training courses at university level as well as services for private companies and public institutions. The results of market research and consulting concentrate on the competences of the institutes involved which employ together around 120 scientific researchers. The goals of CFAC-HSG are supported by sponsors from industry as well as from public institutions.

### Aviation Research Center Switzerland (ARCS)

Partnership of University Research Centers in the field of Aviation integrating the following institutes: ZHAW School of Engineering's Center for Aviation (ZAV), University of St. Gallen's Center for Aviation Competence (CFAC), the Swiss Federal Institute of Technology in Lausanne (EPFL), ETH Zurich and University of Zurich (UZH).

### Center for Aviation, Zurich University of applied Science (ZAV-ZHAW)

The Center for Aviation combines various technologies, methods and areas of expertise in a bid to find sustainable solutions for the ever-increasing challenges of global mobility, to explore new approaches of making aviation even more efficient and safe. The results of our research are integrated into the Bachelor's degree program in Aviation.

### Institute for Tourism and Leisure Research, University of Applied Sciences (ITF-FHGR)

The Institute for Tourism and Leisure Research (ITF) of the University of Applied Sciences (FHGR) in Chur, Switzerland develops inter and transdisciplinary methods as well as incorporating knowledge into service and consulting projects relevant to practical applications. The combination of research results and methods with a practical approach to a problem and the close connection with teaching and executive education/advanced training are the main corner stones for success in the specific area of tourism.

### AeroEx GmbH

AeroEx GmbH is a Swiss-based company and offers a wide range of services with particular focus on the delivery of consultancy and support services to companies in the aviation industry. The key competences are seminars and workshops tailored individually to customers' needs. AeroEx GmbH provides high customer value through a quality expert team with know-how which has been gained over a long period.

## Fellows



Prof. Dr. Dominic Foray  
EPFL, Economics and Innovation Management



Joel Hencks  
Managing Director AeroEx GmbH



Dr. Claudio Noto  
Airline Pilot, Economist



Mark Roth  
Chief Instructor Airbus Captain A380, A330/350, A320F, SFI A320/330/350 Founder & Partner of AviMedConsulting Accident & Incident Investigator



Joshua Sutherland  
Founder & President Sutherland Systems Engineering Enterprise (SSEE) Ltd



Dr. Raphael Widmer-Kaufmann  
Lawyer and Notary

The six CFAC fellows are practitioners from the Industry with a strong scientific background that complement our team

# Our Work

## Projects

The Center for Aviation and Space Competence carries out consulting projects on and in collaboration with the aviation and space industry. We do research in aviation and space, of course, but also on mobility in general.

A selection of our projects in the past year are mentioned in the following chart:

	Customer / Business Partner	Description
Public Private Partnerships: A decision support tool	Space Domain	This project consists of designing a tool aiming at helping the Swiss military set up partnerships with industry to develop strategic capabilities.
Benchmarking European NewSpace Investigating innovative space contracting and PPPs: towards a design support tool	European Space Agency ESA	This project consists in identifying the key success factors of space PPPs, and leveraging these insights to design a tool that would help the agency designing its PPPs.
Comparative Analysis of 15 Air Traffic Control (ATC) units	Skyguide, Helvetia	The specific demands placed on air traffic controllers (ATCOs) by each operational unit and the complexity levels within each unit were evaluated. A comprehensive comparative analysis on various Swiss air traffic control (ATC) units by utilizing a set of predefined criteria was conducted. The findings from this analysis constitute the foundations for the discussion between the client and its principal (skyguide) to formulate an enhanced contract and social package solution.
Business Case for A320 for parabolic flights at Dübendorf Airport	Kanton Zürich	Support for the creation and evaluation of business models for the space-related use of the infrastructure at Dübendorf Airfield: Business Case A320 for parabolic flights.
Regional Economic Value to Society	Altenrhein Airport, Bern Airport, Payerne Airport	A focus was put on intangible catalytic effects where stories describe how the airport has a qualitative impact on the local society.
Taxation in Aviation related to decarbonisation	SNF, IFF-HSG	The goal of the project is to apply a holistic approach to better understand the legal options for levying taxes on the aviation industry and to propose workable policy solutions. By holistic, we mean an approach that focuses both on Pigouvian taxes aimed at internalizing the negative externalities (i.e., GHG emissions) of the airline industry and on assessing the role of corporate income taxation as a means of reducing GHG emissions.
Development of and performance measurement of new airline business model patterns	Lufthansa Consulting	An analysis came up with new business models patterns and 4 generic airline models. Using different large datasets, the performance of these generic models are tested, with the idea to understand which model performs best in which situation.
Noise charges at airports	Aviation Reset	An overview of different charges and impacts of those were evaluated and analysed.

«We train and  
certify the  
Aviation and  
Space Leaders  
of tomorrow»

# Our Work

## Academic & Executive Education

The Center for Aviation and Space Competence offers various training programmes and events in the field of aviation and space. The center also supervises Bachelor's and Master's theses and doctoral dissertations.

### CAS in Aviation Accountability, Safety and Compliance Management

The CAS-ASCM develops 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.

- 1-2 years
- Certificate of Advances Studies, 10 credits (ECTS)
- In-person
- 4 modules
- English
- St. Gallen

### Space for Business Program

The programme has been developed by three of Europe's renowned business schools in collaboration with the European Space Agency. The programme is aimed at space and non-space professionals (with at least several years of working experience) and entrepreneurs who want to grow their management skills and know-how, who want to understand how the space sectors and space assets offer new business opportunities and offers new business models, and who want to kickstart their career in the space sector.

- 6-Month programme
- 3 In-Class modules
- 50-60 hours per module
- Switzerland, Portugal and Netherland

### DAS in General Aviation Management (with IATA)

The diploma encompasses 12 courses, which will enable you to explore and analyze topics in-depth, ranging from aviation systems and revenue management to sustainability and change management. You will become a trusted leader by gaining greater knowledge on the global aviation industry as a whole and the crucial regulations and their impact on business strategies and operations. Frameworks for quality and safety management, as well as for auditing processes will help you and your companies to comply with these regulations.

- 1-2 years
- Diploma of Advanced Studies, 30 credits (ECTS)
- In-person
- 12 modules
- English
- St. Gallen and different locations depending on IATA module choice

### CFAC/FFAC Forum

Together with the Foundation for Aviation Competence (FFAC), the CFAC organises alternately, every two years, the Airport Forum and Risk, Safety and Liability in Aviation Forum. The second Airport Forum took place on 27th November 2025, organised by Prof. Dr. Roland Müller (FFAC), Dr. Andreas Wittmer (CFAC). The forum dealt with Aviation regulation, mid-air collisions, digitalisation and AI in aviation.

### CAS in Sustainable Aviation Management (with IATA)

The CAS-SAM program offers a full range of modules to provide a comprehensive overview of the burning topic of environmental sustainability in aviation.

- Module 1 + Module 2: Environment and Sustainability
- Module 3: Responsible Leadership
- Module 4: Sustainable Aviation Fuels
- Module 5: Risk Management
- Module 6: Carbon Markets and Aviation

### HSG Master core elective: Aviation Systems - Managing the Aviation Value Chain

This course sensitizes students for "real-world" aviation problems and management aspects. The course provides the students with a broad understanding of the complexity of the aviation industry. An integrated part of the course is an airline business simulation, which allows the students to participate in a competitive real-world environment and transfer the theory into practice. Students learn to understand the system of aviation from different perspectives:

1. Politics
2. Economy
3. Society
4. Technology
5. Environment

Furthermore, students learn about the specifics of managing aviation companies and specifically managing airlines.

# Our Work

## Bachelor- and Master Theses, Dissertations

<b>Bachelor</b>	
Céline Beatrice Tschirky	The Impact of Booking Sequence on Consumer Willingness to Pay for Flights: A Study of Travel Budget Allocation and Decision-Making
Adam Vollbrecht	Lufthansa Group's Miles & More vs. Air France-KLM's Flying Blue – A Comparative Analysis of Value and Customer Loyalty
Clemens P. Burleson	After the Turbulence: How Airlines Responded to Boeing's Reputational Crisis
Amelio Della Torre	Welche Auswirkungen hat die Business Aviation auf die Schweiz aus ökologischer, ökonomischer und sozialer Perspektive?
Sara Svrtinova	The efficiency of the customer journey at Zurich Airport: the role of automation in passenger experience
Daniel Pania Guillod	Grant Models and Companies in the Space Industry
<b>Master</b>	
Aziz Boutaoua	Beyond Earth: Future Prospects of Space Tourism and the Role of Generation Z as an Emerging Consumer Segment
Malik Oliver Krejci	Take-Off for Sustainable Aviation: The Path Towards Broad SAF Usage
Gianin Bergamin	Business Models in European Business Aviation: Framework, Patterns and Innovation
Yann Perinic	Case Study Lufthansa Group: The Future of Inflight Entertainment – challenges and opportunities for airlines implementing extended reality
Nico Reding	Strategic Commercialization of Satellite Data: Market Demand, Use Cases, and Ecosystem-Based Go-to-Market Approach in the New Space Economy
Lea Toffel	Airline Perspectives on SAF Adoption: A Mixed-Method Analysis of Short-Term Market Reactions and Long-Term Strategic Positioning
Valentin Michel Bernard Goumaz	Between Wanderlust and Sustainability: Exploring Swiss Gen Z's Travel Patterns
Niklas Jörn Schönherr	The Regional Economic Impact of Airports
Jonas Welte	Modern Airline Retailing: The impact of IATA's NDC and ONE Order Standards on Major Airlines' Distribution Ecosystem

# Our Work

## CAS-ASCM and DAS-GATM Transfer Papers

<b>CAS-ASCM</b>	
Andreas Siegenthaler	Operational Risk Management of Rega Jet Operation as an integrated Part of the Safety Management System at Swiss Air-Ambulance
Valérie Merçay and Marc Brozio	Loss of Licence Insurance: Aviation insurance and life's stakes for pilots
Elizabeth Malone	Navigating the Future: A Comprehensive Analysis of Single Pilot Operation Implementation for Commercial Air Operators
<b>CAS-SAM</b>	
Michael Franco	Fueling the Future: Decoding Key Factors Influencing the Adoption of Book and Claim for the Uptake of SAF in the Business Aviation Sector
Leila Halawi	Beyond the Blue Skies: A Comprehensive Guide for Risk Assessment in Aviation
<b>DAS-GATM</b>	
Hanane Baraou	RAM Handling
Patrick Peterhans	SWISS FICE A333 Weight & Balance Mitigation



# Our Work

## Presentations, Publications and Public Relation

The Center with Andreas Wittmer and its team was again present in various presentations, publications, newspapers, online platforms and social media and was able to transfer many insights from research into impacts to the society

### Presentations / Publications

#### **ATRS Conference 2025, Hong Kong**

*Eliane Huber, Wittmer Andreas*

Importance of service quality in air travel for Generation Z Pax: A door-to-door perspective at the case of Switzerland

*Michael Franco, Andreas Wittmer*

Fueling the Future: Decoding Key Factors Influencing the Adoption of Book and Claim for the Uptake of SAF in the Business Aviation Sector

*Andreas Wittmer, Niklas Schoenherr*

Catalytic effects of regional airports - The case of St. Moritz

### Working Paper

*Andreas Wittmer, Florian Erbach, Marc Gebler*

Mapping the Future of Business Models: Lessons from Global Airlines – Emphasizes visualization, trend insights, and cross-sector learning.

### Journal Paper

*Alfonso Lanza, Joshua Sutherland, Marc-Andre Chavy-Macdonald, Olivier L. de Weck*

Quantifying Structural Complexity, Effort, and Performance: An Early Experiment Using Network Design Tasks. Systems Engineering

### CFAC Books

- Sustainable Aviation (A Management Perspective), Springer Verlag

- Aviation Risk and Safety Management, Springer Verlag

- Aviation Systems, Springer Verlag

### Conferences

The CFAC was part of the:

- ATRS Conference in Hong Kong
- European Aviation Conference in Warsaw

### Media

#### **Wittmer Andreas**

20minutes, January 1

Payer plus cher l'avion ne semble pas effrayer les Suisses

#### **Wittmer Andreas**

News Day FR, January 1

Les Suisses restent fidèles malgré les prix

#### **Wittmer Andreas**

MSN.com, January 1

Les Suisses ne renoncent pas aux voyages en avion malgré des prix en hausse

#### **Wittmer Andreas**

Gettotext, January 9

The End of an Era in Aviation: Understanding Why Swissair is No More

#### **Wittmer Andreas**

NZZ, January 9

Die Swiss ist keine Swissair

#### **Wittmer Andreas**

Blick.ch / Blick Online, January 19  
Streit um Ausbau des Flughafens für Superreiche entfacht

#### **Wittmer Andreas**

Tippinpoint.ch / tippinpoint, January 20

Umbauprojekt des Airport Engadin spaltet die Bevölkerung

#### **Wittmer Andreas**

Sonntags Blick, February 16

Die vielen Baustellen der Swiss

#### **Wittmer Andreas**

SRF1, March 10

Swiss im Gegenwind: Können Sie Krise, Herr Fehlinger?

#### **Wittmer Andreas**

Awp Finanznachrichten, March 13

Fokus: Airline-Kauf zum Spottpreis – Vor 20 Jahren wurde Swiss deutsch

#### **Wittmer Andreas**

Bluewin.ch/it Bluewin IT, March 13  
20 anni fa Swiss diventò tedesca, per un prezzo irrisorio?

#### **Wittmer Andreas**

Bluewin, March 13

Aviazione Swiss: vent'anni or sono diventò tedesca, per un prezzo irrisorio?

# Our Work

## Presentations, Publications and Public Relation

### **Wittmer Andreas**

Keystone ATS, March 13  
Swiss: vent'anni or sono diventò tedesca, per un prezzo irrisorio?  
Airline-Kauf zum Spottpreis: Vor 20 Jahren wurde Swiss deutsch

### **Wittmer Andreas**

laRegion, March 13  
Swiss: vent'anni or sono diventò tedesca, per un prezzo irrisorio?

### **Wittmer Andreas**

MarketScreenet – Italy, March 13  
Swiss: vent'anni or sono diventò tedesca, per un prezzo irrisorio?

### **Wittmer Andreas**

Nau.ch / Nau, March 13  
Ferien-Dämpfer: Fliegen bleibt teurer als vor Corona

### **Wittmer Andreas**

Swissinfo.ch/ita / swissinfo IT, March 13  
Swiss: vent'anni or sono diventò tedesca, per un prezzo irrisorio?

### **Wittmer Andreas**

Südoschweiz / Bündner Zeitung, March 14  
Eine Premium-Airline zum Billigtarif: Wie die Swiss deutsch wurde

### **Wittmer Andreas**

Tvsvizzera.it / tv svizzera, March 14  
Swiss diventò tedesca 20 anni fa... per un prezzo irrisorio?

### **Wittmer Andreas**

Awp Informations financières, Bluewin.ch/fr / Bluewin FR, March 22  
Il y a 20 ans, la compagnie Swiss devenait allemande

### **Wittmer Andreas**

Keystone SDA, March 22  
Airline-Kauf zum Spottpreis: Vor 20 Jahren wurde Swiss deutsch

### **Wittmer Andreas**

Moneycab.com / moneycab  
Nau.ch / Nau, March 22  
Airline-Kauf zum Spottpreis: Vor 20 Jahren wurde Swiss deutsch

### **Wittmer Andreas**

Appenzeller Volksfreund, March 25  
Airline-Kauf zum Spottpreis

### **Wittmer Andreas**

SRF1, April 15  
Klimaneutrale Luftfahrt bis 2050 – ein realistisches Ziel?

### **Wittmer Andreas**

Glattaler, April 17  
Neue Ära für Raumfahrt in der Schweiz und Liechtenstein

### **Wittmer Andreas**

Unisg.ch/en / Universität St.Gallen EN, April 17  
HSG research project to identify new approaches for the taxation of aviation

### **Wittmer Andreas**

Zueriost.ch/ zürüst, April 18  
«Space Valley»: Neue Ära für Raumfahrt in der Schweiz und Liechtenstein

### **Wittmer Andreas**

Leader digital, Punkt4.info, April 23  
HSG forscht an umweltgerechter Besteuerung der Luftfahrt

### **Wittmer Andreas**

Swiss Export, Swisstrade.com, April 23  
HSG researching greener approaches for taxation of aviation

### **Wittmer Andreas**

Dglr.de, April 24  
Wie Steuern die Luftfahrt nachhaltiger machen können

### **Wittmer Andreas**

Küsnachter, April 24  
Utopie: Südabflüge und Klimaneutralität

### **Wittmer Andreas**

Zolliker Zumiker Bote, April 25  
Südabflüge und Klimaneutralität – eine trügerische Utopie

### **Wittmer Andreas**

Leader digital, Rheintal24, May 14  
Zukunft Flugplatz Altenrhein: Aufbruch oder Abbruch?

### **Wittmer Andreas**

Nidwaldnerzeitung.ch, May 15  
Sparpaket gefährdet den Betrieb des Flugplatzes Altenrhein: Wird die Schweiz gegenüber Österreich vertragsbrüchig?

### **Wittmer Andreas**

Rheintaler.ch, May 15  
Wie das Sparpaket den Regional-Flugplatz bedroht und was jetzt auf dem Spiel steht

### **Wittmer Andreas**

St. Galler Tagblatt, May 15  
Flugplatz-Staatsvertrag in Gefahr

### **Wittmer Andreas**

tagblatt.ch, March 15  
Sparpaket gefährdet den Betrieb des Flugplatzes Altenrhein: Wird die Schweiz gegenüber Österreich vertragsbrüchig?

### **Wittmer Andreas**

Lichtensteiner Vaterland, May 15  
Sparpaket gefährdet den Betrieb des Flugplatzes Altenrhein: Wird die Schweiz gegenüber Österreich vertragsbrüchig?

### **Wittmer Andreas**

stgallen24.ch, May 16  
Zukunft des Flughafens Altenrhein auf der Kippe

### **Wittmer Andreas**

Vorarlberger Nachrichten, May 20  
Trotz Diskussion um Altenrhein-Airport: Grünes Licht für dieses Bauprojekt

# Our Work

## Presentations, Publications and Public Relation

### **Wittmer Andreas**

Vorarlberger Nachrichten, May 21  
Grünes Licht für Hotel am Flughafen

### **Wittmer Andreas**

skynews.ch, June 1  
Für Aufbruch statt Abbruch

### **Wittmer Andreas**

SRF1, June 5  
E-Fuel für Luft- und Schifffahrt

### **Wittmer Andreas**

Cockpit, June 13  
Volkswirtschaftlicher Motor

### **Wittmer Andreas**

Touring, July 7  
Es wird länger dauern als 2050,  
Non ci arriveremo entro il 2050,  
2050 n'est pas réaliste

### **Wittmer Andreas**

Cockpit, September 11  
20 Jahre Center for Aviation and Space  
Competence CFAC-HSG

### **Wittmer Andreas**

Unisg.ch/en / Universität St.Gallen EN,  
September 16  
The future of flying: How new airline  
models are changing air travel

### **Wittmer Andreas**

Gossauer Nachrichten, Herisauer  
Nachrichten, St. Galler Nachrichten,  
September 24  
Neuer HSG-Kurs soll humanitäres  
Denken mit Wirtschaft verknüpfen

### **Wittmer Andreas**

Leaderdigital.ch, September 24  
Altenrhein beflügelt die Region

### **Wittmer Andreas**

Cockpit, Oktober 9  
«Die Komplexität nimmt zu»

### **Wittmer Andreas**

24heures.ch, November 5  
Les drones perturbent le trafic aérien  
suisse et européen

### **Wittmer Andreas**

Basler Zeitung, Bernerzeitung.ch,  
Derbund.ch, Tagesanzeiger.ch, Novem-  
ber 5  
«Hybride Kriegsführung»  
Drohnen stören Europas Flugverkehr  
– auch die Schweiz spürt die Folgen

### **Wittmer Andreas**

tgd.ch, November 5  
Guerre hybride  
Les drones perturbent le trafic aérien  
suisse et européen

### **Wittmer Andreas**

Anzeiger von Uster, Basler Zeitung,  
Der Bund, Der Landbote, Tages-Anzei-  
ger, Zürcher Oberländer, Zürcher  
Unterländer, Zürichsee-Zeitung,  
November 6  
Drohnen stören Europas Flugverkehr

### **Wittmer Andreas**

tio.ch / ticino online - 20 minuti,  
November 6  
Droni nei cieli europei: cresce la  
minaccia anche in Svizzera

### **Wittmer Andreas**

tgd.ch, November 5  
Guerre hybride  
Les drones perturbent le trafic aérien  
suisse et européen

### **Wittmer Andreas**

Anzeiger von Uster, Basler Zeitung,  
Der Bund, Der Landbote, Tages-Anzei-  
ger, Zürcher Oberländer, Zürcher  
Unterländer, Zürichsee-Zeitung,  
November 6  
Drohnen stören Europas Flugverkehr

### **Wittmer Andreas**

tio.ch / ticino online - 20 minuti,  
November 6  
Droni nei cieli europei: cresce la  
minaccia anche in Svizzera

# CFAC Supporters and Alumnis

## Supporters

As an independent institution of the University of St Gallen, the CFAC-HSG focuses its academic research on relevant aviation topics. Thanks to the generosity of our supporters and partners, we were able to do research and contribute important insights to the academic debate and also transfer our knowledge directly to the industry.

### Supporters

- Foundation of Aviation Competence (FFAC)
- AviSwiss GmbH
- Kanton St. Gallen, Amt für Wirtschaft und Arbeit, Standortförderung
- Alexander Schönenberger

Some supporters directly support us. Many pay an annual amount to the Foundation of Aviation Competence, which is the supporting organisation of the CFAC-HSG.

### Benefits for Supporters

- CFAC News (Monitoring of Aviation Law, Literature and Judicative in Air Law, Literature in Aviation Management, Politics, Economics and Society in Aviation) with two editions per year.
- Academic works in the field of aviation can be written to requested topics by our supporters (Master theses or Dissertations which are advised at University of St.Gallen or Bern)
- Project works and applied research projects to requested topics in the field of aviation of supporters (Bachelor and Master level at the University of St.Gallen and at the ZHAW)
- Advisory opinion with special conditions (Opinion papers in the field of regulation or management in aviation for supporters with reduced hourly rates)
- Participation at Events with Aviation lectures and aviation forums with special conditions (free participation at gatherings, participation at forums with exchange of experience and Apéro with 10 % discount)
- Participation at our Executive Education programs with special benefits
- Access to our Aviation publications and information with login on our CFAC Supporters webpage.
- Books published by the CFAC and

of the CFAC Aviation Series can be bought with 30 % discount.

- Network of aviation specialists (relaxed exchange of know-how and meetings with direct contact with us)
- Fast and free legal advice about aviation issues (advise by our Professors of the CFAC for free, if an advise can be given by phone without research effort)
- Fast and free advice about aviation topics in the fields of Aviation Management, Aviation Political Issues, Aviation Economy, Air Law, Aviation Environment and Society, Aviation Logistics, Aviation Operation if an advise can be given by phone without research effort.

### Contact



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# Alumni



## CFAC Alumni

All participants of our executive education courses (DAS and CAS) automatically become CFAC Alumni. CFAC Alumni are regularly informed about the activities of the Center and are invited once a year to a networking dinner in St. Gallen. In addition, smaller events are organized by the alumni members.

Outlook for all CFAC Alumni: Exclusive guided tour at the Airport Zurich on 3rd April 2025 at 15.30 local time

Contact person and responsible for CFAC Alumni is: Raphael Widmer-Kaufmann ([raphael.widmer@unisg.ch](mailto:raphael.widmer@unisg.ch)).

## HSG Alumni Aviation and Space Club

The HSG Alumni Aviation and Space Club is a new club within the thriving HSG Alumni community. We aim to connect alumni and alumnae working and/or interested in the aviation and space industry by offering events organised by our members for members.

Contact person and responsible for HSG Alumni is: Niculin Schmied and Andreas Wittmer ([www.hsgalumni.ch](http://www.hsgalumni.ch))



# Preview 2025/2026

## Accountability, Safety, and Compliance Management

Certificate of Advanced Studies (CAS)

## Global Air Transport Management

Diploma of Advanced Studies (DAS)



*We train & certify the Aviation Leaders of tomorrow.*

**January 12-17, 2026**

“Aviation Systems and Accountable Management”

**March 11-12, 2026**

“Strategy and Business Models” (only part of the DAS program)

**June 10-13, 2026**

“Responsible Leadership, Integrated Management, and Organization”

**September 8-11, 2026**

“Sustainable Risk and Safety Management”

**November 18-20, 2026**

“Auditing in Aviation”

## CAS in Aviation Accountability, Safety and Compliance Management

The CAS-ASCM develops 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 and cross-cultural management.

## DAS in Global Air Transport Management

The Diploma of Advanced Studies is offered in cooperation between University of St. Gallen and International Air Transport Association (IATA). The program content is delivered by academic and industry leading lecturers from HSG and IATA.

## Space for Business Programm

Together with partner universities Nova (Lisbon), RSM (Rotterdam) and with support of the European Space Agency (ESA) we will start our third edition of our management executive program for managers in the space industry and managers aiming at entering the space industry. The CFAC will deliver one five days module in Switzerland, starting on 10th March 2025.

## Save the Date Airport Forum 13 November 2026

The Airport Forum 2026 will bring together aviation industry experts, policy makers and airport representatives. This year forum will focus on rethinking ANSPs on regional airports and rethinking regional airport business models. It is the goal to exchange ideas and knowledge and experiences to bring airports forward by thinking about new ways to strengthen their positioning in the Swiss economy. Thematic fields will be presented by speakers whereafter there is a podium discussion, where questions and remarks from the public are taken into account. There is also room for informal exchange among participants at coffee breaks, lunch or the aperitif after the forum.

## Contact/Publisher



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