

HSG-Center for Aviation Competence



University of St.Gallen



Annual Report 2020

Center for Aviation Competence



*"From insight
to impact"* 

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Introduction by the President

This year, everything turned out differently than planned and desired for us, too. The year 2020 was our anniversary year for 15 years of successful research for the aviation industry. We would have loved to toast this anniversary with you personally and look back on many milestones. But as the saying goes, postponed is not abandoned. We very much hope that we will be able to do so at this year's Aviation & Space Symposium on 8 June 2021.

CFAC occupies a strong position in the areas of research, education, training and consultancy. CFAC offers training modules for aviation managers at various career levels. A special feature of the training modules is the close practical relevance while at the same time conveying the latest scientific findings. In addition, the Center regularly holds forums on current topics from various fields. The next Risk, Safety and Liability Forum will take place on 10 November 2021 at Zurich Airport. Together with the Executive School of the University of St. Gallen, the Center now offers a management program for pilots (Check-In to Management), which started successfully in December. The University Council has also approved that CFAC, in cooperation with IATA, may offer a Diploma of Advanced Studies Program in Global Aviation Management. This program is offered globally by IATA and opens up the global market for CFAC in aviation management training. Furthermore, we will offer a Space Business Program together with Partner-Universities RSM Rotterdam, Nova Lisbon and the European Space Agency, which will start in November 2021.

Since the beginning of 2020, the aviation industry has been going through what is probably the most difficult economic period in the history of commercial aviation. Various organizations, airlines and also scientists have dealt with the aviation crisis and regularly presented scenarios and projections that did not show good news for aviation. CFAC also made various contributions (see www.cfac.ch "Themenschwerpunkt Coronavirus und Luftfahrt"). In addition, CFAC supports the aviation industry with research projects and up-to-date aviation market data, which is collected for the industry on its own account.

Ultimately, many companies in the aviation industry have only been able to survive thanks to government aid, and to date it is not clear how the market will develop this year and in the years to come. One light on the horizon is vaccination, which can help to return to somewhat more normal and predictable travel conditions.

"Upgrade your career" with the CFAC's continuing education program. A constantly positive development could be noted in the area of continuing education. The certificate program for Global Aviation Management has become an established continuing education program at the University of St. Gallen through the Center for Aviation Competence. With the exception of the International Management Module, which was to have taken place in Singapore in June, all modules could be carried out. The auditing module in November even took place in an online event with very positive feedback from the participants.

CFAC was happy to be involved in many projects on very different topics and looks back on a successful, interesting and busy year.

We look forward to hopefully meeting you again in person at a CFAC event soon!

Prof. Dr. Thomas Geiser
President of the Academic Advisory Board

Einleitung des Präsidenten

Dieses Jahr kam auch bei uns alles anders als geplant und gewünscht. Das Jahr 2020 war unser Jubiläumsjahr für 15 Jahre erfolgreiche Forschung für die Luftfahrtindustrie. Gerne hätten wir mit Ihnen persönlich darauf angestossen und auf viele Milestones zurückgeblickt. Doch wie heisst es so schön, aufgeschoben ist nicht aufgehoben. Wir hoffen sehr, dass wir dies an unserem diesjährigen Aviation & Space Symposium vom 8. Juni 2021 nachholen können.

In den Bereichen Forschung, Aus- und Weiterbildung und Beratung nimmt das CFAC eine starke Position ein. So bietet das CFAC Weiterbildungsmodule für Luftfahrtmanager auf verschiedenen Karrierestufen an. Ein besonderes Kennzeichen der Weiterbildungsmodule ist der enge Praxisbezug unter gleichzeitiger Vermittlung neuester wissenschaftlicher Erkenntnisse. Daneben führt das Center regelmässig Foren zu aktuellen Themen aus verschiedenen Bereichen durch. Das nächste Forum Risk, Safety and Liability findet am 10. November 2021 am Flughafen Zürich statt. Neu bietet das Center zusammen mit der Executive School der HSG ein Management Programm für Piloten an (Check-In to Management), welches im Dezember erfolgreich startete. Ebenfalls hat der Universitätsrat genehmigt, dass das CFAC in Kooperation mit der IATA ein Diplom of Advanced Studies Programm im globalen Aviatik Management anbieten darf. Dieser Studiengang wird global durch die IATA angeboten und eröffnet dem CFAC den globalen Markt in der aviatischen Management Weiterbildung. Weiters werden wir gemeinsam mit den Partner-Universitäten RSM Rotterdam, Nova Lissabon und der European Space Agency ein Space Business Programm anbieten, dass im November 2021 startet

Die Aviatikbranche durchläuft seit Anfang 2020 die wohl schwierigste wirtschaftliche Zeit seit Bestehen der kommerziellen Luftfahrt. Verschieden Organisationen, Airlines und auch Wissenschaftler haben sich mit der Luftfahrtkrise beschäftigt und regelmässig Szenarien und Hochrechnungen aufgezeigt, die keine guten Neuigkeiten für die Luftfahrt zeigten. Auch das CFAC hat verschiedene Beiträge geleistet (siehe www.cfac.ch «Themenschwerpunkt Coronavirus und Luftfahrt»). Zudem unterstützt das CFAC die Luftfahrtbranche mit Forschungsprojekten und aktuellen Luftfahrtmarktdaten, die eigenfinanziert für die Industrie erhoben werden.

Schlussendlich konnten viele Unternehmen in der Luftfahrtindustrie nur dank staatlicher Hilfe überleben und bis zum heutigen Zeitpunkt ist nicht klar, wie sich der Markt dieses und die kommenden Jahre entwickeln wird. Ein Licht am Horizont ist die Impfung, die helfen kann, wieder etwas normalere und planbarer Reisebedingungen zu haben.

„Upgrade your career“ mit dem Weiterbildungsangebot des CFAC. Eine stets positive Entwicklung konnte im Bereich der Weiterbildung festgestellt werden. Das Zertifikatsprogramm für Globales Luftfahrtmanagement ist durch das Kompetenzzentrum Luftfahrt zu einem etablierten Weiterbildungsangebot der Universität St. Gallen geworden. Bis auf das International Management Modul welches im Juni in Singapore hätte stattfinden sollen, konnten alle Module durchgeführt werden. Das Auditing Modul im November sogar in einer Online Veranstaltung mit sehr positiven Rückmeldungen der Teilnehmer.

Das CFAC war froh, an vielen Projekten zu sehr unterschiedlichen Themen beteiligt zu sein und schaut auf ein erfolgreiches, interessantes und von viel Arbeit geprägtes Jahr zurück.

Wir freuen uns, Sie hoffentlich bald wieder an einem CFAC Event persönlich anzutreffen!

Prof. Dr. Thomas Geiser
Präsident des Fachrats

The CFAC-HSG at the University of St. Gallen



Photo: University of St.Gallen

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 field of Aviation and related industries. By these activities we aim to help the aviation industry in 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 further education in the field of management, economics and law in the aviation and related systemic industries such as mobility.

Values: independent, reflective, systemic, practice-oriented, collaborative

Stakeholder: Managers in systemic industries, public or non-profit organizations as well as experts and interested parties.

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.

The Center for Aviation Competence (CFAC-HSG) is an independent institution of the University of St.Gallen. We offer services as well as basic and advanced training courses in aviation and provide 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 Team.

Organization

The Center for Aviation Competence is supported by six institutes. The Center's academic advisory board is made up of the managing professors of the participating institutes. The CFAC-HSG is administratively managed by the Institute for Systemic Management and Public Governance (IMP-HSG) and is led by Dr. Andreas Wittmer. The six institutes which have been established are:

- The Institute for Systemic Management and Public Governance (IMP-HSG) – Prof. Dr. Christian Laesser
- The Research Institute for Labour Economics and Labour Law (FAA-HSG) – Prof. Dr. Thomas Geiser
- The Chair of Supply Chain Management (ISCM-HSG) – Prof. Dr. Wolfgang Stölzle
- The Institute for Operations Research and Computational Finance (ior/cf-HSG) – Prof. Dr. Karl Frauentorfer
- The Research Institute for International Management (FIM-HSG) – Prof. Dr. Winfried Ruigrok
- The St. Gallen Institute of Management in Asia Pte Ltd (SGI-HSG) – Prof. Dr. Stefan Morkötter

Additionally, the Chair Management of Network Industries and E-Governance at the École Polytechnique Fédérale de Lausanne (EPFL-MIR), 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 (HTW) 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.

1) Chair Management of Network Industries & e-Governance (EPFL-MIR)

The Chair MIR studies the de-and reregulation, as well as the governance and the management of the different network industries, namely postal services, telecommunications, electricity, water distribution and sanitation, railways, as well as air transport. They focus especially on the role the Information and Communication Technologies (ICTs) play in governing and transforming these industries.

2) Center for Aviation, Zurich University of applied science (ZAV-ZHAW)

The Centre 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.

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

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.

4) 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.

Furthermore, the CFAC-HSG, ZAV-ZHAW and EPFL-MIR integrated their activities under the brand Swiss Aviation Research Center (ARCS). By this the three initiators are together with other participating Universities at ARCS, the contact point in Switzerland for Aviation Research and Education.

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 around 120 scientific researchers. The goals of CFAC-HSG are supported by sponsors from industry as well as from public institutions.

Team CFAC-HSG

Academic HSG-Partners

Prof. Dr. Thomas Geiser, President, FAA-HSG
Prof. Dr. Christian Laesser, IMP-HSG
Prof. Dr. Wolfgang Stölzle, ISCM-HSG
Prof. Dr. Karl Frauendorfer, ior/cf-HSG
Prof. Dr. Winfried Ruigrok, FIM-HSG
Prof. Dr. Stefan Morkoetter, SGI-HSG

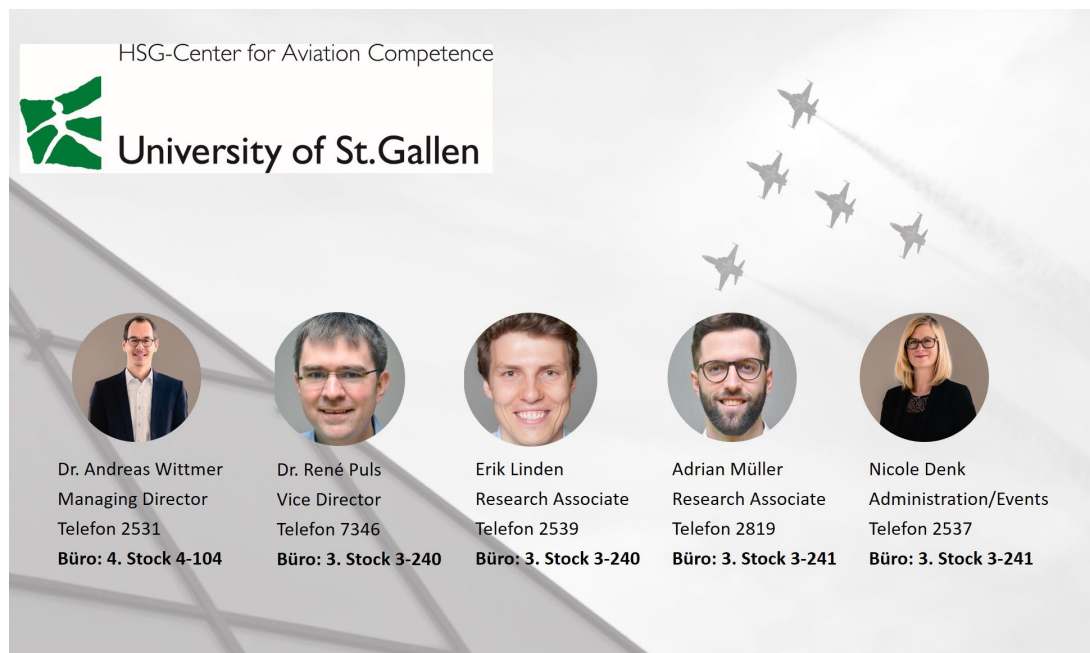
Team

Dr. Andreas Wittmer, Managing Director
Dr. René Puls, Vice Director
Nicole Denk, Administration, Program Management CAS-GAvM
Rosi Hess, HR / Accounting
Erik Linden, Research Associate
Adrian Müller, Research Associate
Daniela Schüpbach, Research Associate
Soenke Ahlborn, Junior Resarcher
Naomi Bechtold, Junior Researcher (until 31/8/20)
Christopher Siegrist, Junior Researcher

CFAC Fellows

Joel Hencks, Aviation Regulation, Executive Trainer
Dr. Claudio Noto, Airline Economics, Senior First Officer (A330/340/350)
Mark Roth, Human Factors, Captain, Instructor and Examiner A380

All employees are involved in various projects as well as lectures. In addition to staff directly employed at CFAC-HSG, there are around 120 employees split among the other partner-institutes at the University of St.Gallen who can be appointed depending on their expertise for project works of the CFAC-HSG.



The slide features the HSG-Center for Aviation Competence logo and the University of St. Gallen logo at the top left. The background shows a stylized path of five aircraft flying upwards. Below the logos, five circular headshots of team members are arranged in a row. Each headshot is accompanied by the person's name, title, telephone number, and office location.

Name	Title	Telephone	Office
Dr. Andreas Wittmer	Managing Director	2531	Büro: 4. Stock 4-104
Dr. René Puls	Vice Director	7346	Büro: 3. Stock 3-240
Erik Linden	Research Associate	2539	Büro: 3. Stock 3-240
Adrian Müller	Research Associate	2819	Büro: 3. Stock 3-241
Nicole Denk	Administration/Events	2537	Büro: 3. Stock 3-241



Our Work

Academic and Executive Education

CFAC-HSG offering:

- Risk Management (1 module)
- Corporate Governance (1 module)
- Service Management (1 module)
- Leadership (1 module)
- Business Model and Strategy (1 module)
- Overview of the Future Air Traffic Market and Aerospace Industry (1 module)
- Liability and Insurance (1 module)
- Air Traffic Corporations and Air Traffic Standards (2 modules)
- Aviation Management Module
- Accountable Manager Module
- Commander Upgrade Module
- Safety Management System Manager Module
- Aviation Auditor Module
- Civil Aviation Instructor Module
- Human Factor in cooperation with the Air Zermatt
- Training Center (ATC)
- Project Leadership (1 module)

Together with AeroEx:

- Overview of EASA Regulation (1 module)
- Documentation and Management of Records (1 module)
- SMS Essentials (1 module)
- Internal and External Auditing including Compliance
- Monitoring (1 module)
- Industry Standards in Aviation (1 module)
- Authority & Organization Requirements for
- “Operations” (Part ARO/ORO) (1 module)

HSG Master core elective: Aviation Systems

The Master core elective "Aviation Systems" was offered in the spring semester 2020. The course was held by Dr. Andreas Wittmer. Around 40 students including exchange students regularly attended the lectures and actively contributed to the lessons/classes. The evaluation of the course by the attendees was very positive. The course was held partly at the University and partly online.

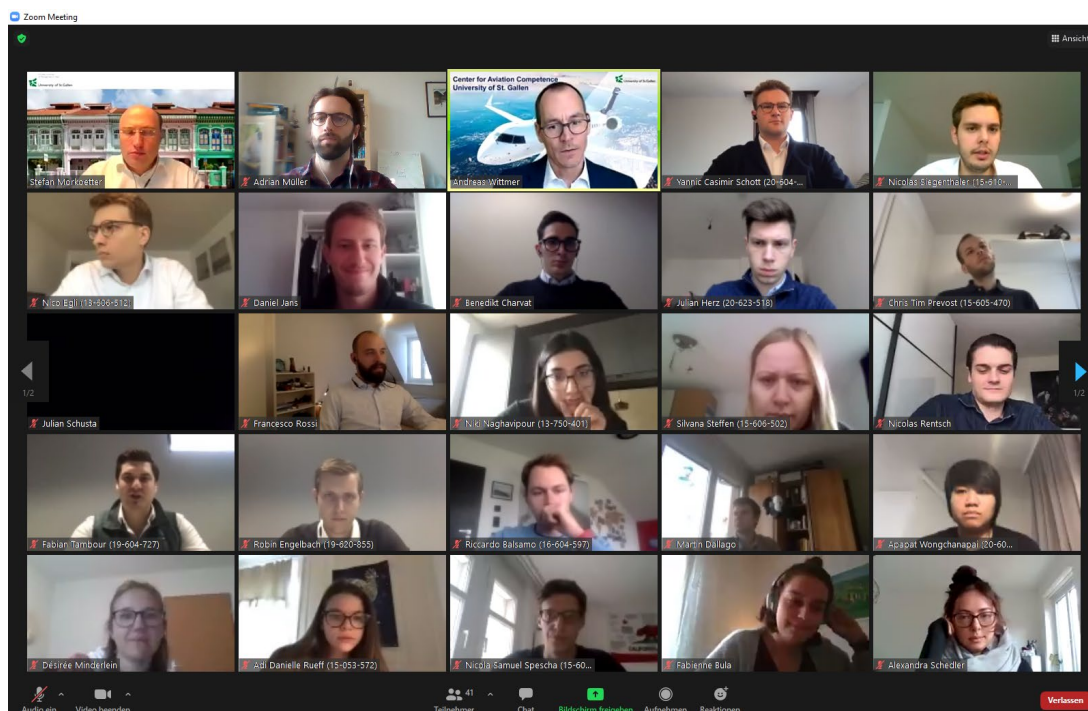
HSG Asia Compact course: Aviation Management (Online Course)

From 26 to 30 October 2020, the course "Asia Compact: Aviation Management" was exceptionally held in a pure online format - but still with a lot of international flair.

The course "Asia Compact: Aviation Management" is developed as a yearly, interdisciplinary course on the master level. Usually, Singapore as a location is chosen because the Aviation industry has the highest growth rate in Asia and is a key driver for growth in the region. Given the circumstances with the Covid-19 pandemic and the resulting travel restrictions, unfortunately our journey to Singapore was not possible. However, by using the technological possibilities available to us, our goal was to be able to enjoy the Asia compact experience at least virtually.

In addition to theoretical lecture inputs, the 32 students (including 11 students from WU Vienna and CEMS in a pilot project for a virtual exchange) had the opportunity to listen to top-level guest speakers from different companies in Singapore to get a first-hand insight into the industry and to expand their network. Course work included a video which was presented on the last day.

This year's program included – among others – guest lectures from Singapore Airlines, Air Asia, Association of Aerospace Industries Singapore and IATA. Thanks to an input lecture by Prof. Dr. Stefan Morkötter, the students were able to learn about the challenges and opportunities of doing business in Singapore.



Research-Practice-Venture Project on Aviation Management

In the Master of Business Innovation we offered several projects with Skyguide, TCS, Montis Air and Aerodrome. Different student teams of 4-6 students each solved challenges in relation to start-ups, new business areas and models and a new European Initiative.

Global Aviation Management Program CAS-GAvM

The Certificate of Advanced Studies in Global Aviation Management (CAS-GAvM) is a unique executive education at university level. For the past 15 years, CFAC-HSG has been educating aviation managers. The CAS-GAvM 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 project management, internal auditing, safety management and cross cultural management.

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. Participants of the entire program (four modules, 16 days in total) receive 10 ECTS and the CAS-Certificate. It is possible to attend only one module or individual days as well (these participants receive a confirmation of participation).

Module 1: Accountable Aviation Management

The goal of this module is to educate and update the skills of accountable managers in Global Aviation Management.

Module 2: International Aviation Management (moved to 2021 due to Covid19)

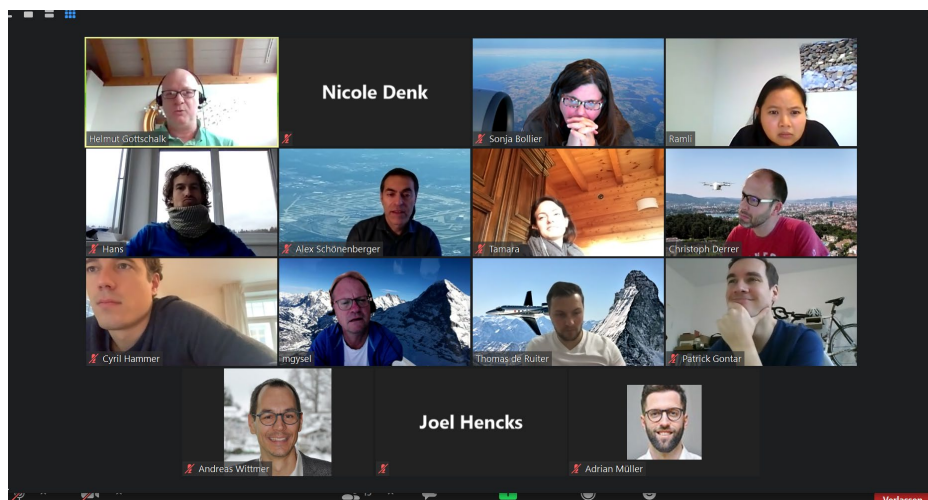
Cross-cultural management and communication are key to success, when managing staff with a great diversity in culture. The aviation industry grows most in Asia these times. For this reason, a special focus on how to do business in Asia and to feel and meet Asian business is important.

Module 3: Safety & Security Management

The management of safety is highly regulated, but is regulation enough? This module explains how to be compliant with regulation and offers tools and practices to be efficient. Different company cultures will be discussed and how a safety and security culture can be achieved. Furthermore, Cyber Security and Data privacy issues have become relevant topics on agendas of managements. Challenges are to know how to deal with these risks and how to prevent from them. Both Cyber Security and Data Privacy are addressed and help managers to deal with it.

Module 4: Auditing in Aviation (Online in 2020)

Internal auditing becomes highly important to ensure consistently compliance. This module deals with compliance, the basic regulations to it and with how to install efficient internal auditing processes.



Check-In to Management: General Management for Pilots

This program is specifically tailored to pilots and leading aviation professionals who are planning a career shift or simply want to gain a second foothold in the corporate world. Unique advantages of the program include peer-to-peer interaction, skills workshops, as well as a personalized coaching session to help participants determine their next career step.

Together with the Executive School at University of St. Gallen we offer this program since December 2020 and are continuing in 2021 with a positive demand of pilots.

Further information: www.es.unisg.ch



European Space Business Program

Together with partner universities Nova (Lisbon), RSM (Rotterdam) and with support of the European Space Agency (ESA) we plan to start a 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 St. Gallen, starting in November 2021.



Bachelor- and Master Theses, Dissertations and CAS Papers

The following theses and dissertations were completed at the HSG in 2020:

Bachelor
Exploring the Environmental Impact of Aircraft Emissions and Potential Solutions to Address them
The Role of Strategic Alliances in a Consolidating Airline Industry
Die heutige Bedeutung von Luftfahrtallianzen – hinsichtlich Joint Ventures in der Airline-Branche. Wie beeinflussen Joint Ventures und weitere Formen der Zusammenarbeit zwischen Airlines die drei Luftfahrtallianzen?
Self-Service-Technologien in der Passagierabfertigung an den Schweizer Nationalflughäfen Genf und Zürich - Zukünftige Rolle, Passagierakzeptanz und Implementation
Master
The Impact of Global Crises on Airline Strategies – Implications of COVID-19
Flight Ticket Taxes in Switzerland (an empirical study about the impact on consumer behavior and greenhouse gas emissions)
Going Green (a strategic analysis of Swiss International Air Lines towards full environmental sustainability)
Risk Management: Case Study Boeing 737 MAX 8
CO2 Reduction Strategies of Automotive OEMs and Airlines under European CO2 Emission Regulations
A quantitative and qualitative macroeconomic analysis of SWISS International Air Lines
The role of airports in the transition towards environmentally sustainable aviation
Effects of the Corona pandemic on the trade fair strategies of companies: An empirical investigation
Going Green: Short term actions for airlines to become more sustainable – an assessment of different sustainability measures
Digital Transformation in the Airline Industry
Internationale Ausschreibungen bei der Beschaffung von Luftfahrzeugen
Long-term Air Travel Behavior in Switzerland
A Mixed-Method Analysis of Flight Shame and Swiss Consumer Segments
The role of foreign directors in the airline sector: a contingency perspective
Identification of travel mode decision-criteria for consumers - the role of price, travel time and sustainability



Presentations and Publications

Presentations

The CFAC made the following public presentations:

Andreas Wittmer

FFAC webinar: Aviation and Covid19

Andreas Wittmer

HSG-Alumni virtual coffee break: Impact of corona on aviation

Andreas Wittmer

XING Gruppe Luftfahrt: Aktuelle Situation und mögliche Szenarien für die Luftfahrt nach der Corona-Krise

Publications

Various papers and articles were published:

- Jahrbuch Schweizer Verkehrswirtschaft (2020), S. 7-23.: «Drohnen als Lufttaxis: Ein neues Transportmittel für Personen». (Eberhardt, Stephan, Linden, Erik & Wittmer, Andreas)
- Studie: Die Zivilluftfahrt 2040 aus Sicht der Schweizer Bevölkerung (Puls, René, Wittmer, Andreas)
- Cockpit Magazin: Luftfahrt in der Krise (Wittmer, Andreas)
- Corona als einmalige Chance für die Schweizer Luftfahrt (Gastbeitrag Cockpit 6, 2020): Müller, Adrian

CFAC – The Aviation Series

The Aviation Series of the Center for Aviation Competence are edited by Prof. Dr. Roland Müller and Dr. Andreas Wittmer:

- Überblick über neue Antriebssysteme und Technologien von Flugzeugen (Band 16): Aeschlimann, L., Berweger, Y., Wittmer, A.
- Internationale Ausschreibungen bei der Beschaffung von Luftfahrzeugen (Band 17): Geiger, M.

CFAC – Working Paper Series

- COVID-19 und das Schweizer Luftfahrtsystem (11. Juni 2020): Noto Claudio, Linden Erik, Müller Adrian, Wittmer Andreas, Puls René



Projects

These are 6 projects of the CFAC and its partners finished in 2020:

Subject:	Sion Airport Master Plan
Customer:	City of Sion
Business partners:	Sion Airport, destination management organizations in Canton Valais
Description:	The study addresses the local and regional relevance of Sion Airport with a particular focus on catalytic effects. The impact study refers to the airport's potential in creating different business models and capabilities for its stakeholders in the canton of Valais and neighbouring areas.

Subject:	TCS Drone Academy
Customer:	
Business partners:	CFAC
Description:	The overall goal of the project was to support the TCS Mobility Academy in a project for the FIA Innovation Fund (FIF) for a grant to develop the FIA Drone Academy. This study aimed at analyzing in greater depth the rapidly emerging sector of vertical mobility/urban air mobility and understanding how it will transform passenger and goods transport as well as everyday mobility as such. Further, we assessed the implications for FIA clubs globally in terms their mobility and sport activities as well as with regards to their commercial and political roles. Also, we advising the TCS Mobility Academy on how to move forward with the Drone Academy to get the funding of the FIF.



Subject:	Future of Swiss Aviation System (ARCS)
Customer:	ARCS
Business partners:	Swiss, Zurich / Geneva / Basel Airport, BAZL
Description:	The study defines potential scenarios and projections for the needs of society and economy in Switzerland in the year 2040. Through a representative survey & Delphi study, the research can determine which projections will be accepted by Swiss society in the long term or assessed as critical for prosperity of the country. The aim is to develop a basis for the national dialogue on the future of the Swiss aviation system and the underlying infrastructure requirements.

Subject:	Strategy Process of an Aerospace SME in Switzerland
Customer:	confidential
Business partners:	CFAC
Description:	In the course of a several step process to renew the strategy of this Aerospace SME in Switzerland, we conducted the last phase in 2020 in implementing the strategy, introducing a Balanced-Scorecard as control mechanism, and conducting several iteration rounds to finish the strategy process with an outlook on the most important, next steps.

Subject:	U-Space (Business Planung)
Customer:	Skyguide
Business partners:	CFAC
Description:	The Swiss drone ecosystem is booming, with commercial, authority and private drone solutions and business models entering the ecosystem on a daily basis. This development has forced the Swiss aviation ecosystem to rethink the concept of Air Traffic Management. Therefore, skyguide wants to create decentralized services to integrate drones in the airspace, thus implementing "U-Space" in Switzerland. The CFAC-HSG helps Skyguide to (1) sense the ecosystem of drones in Switzerland, (2) seize the opportunities that derive for them, and (3) transform their business accordingly.

Public Relations

Media

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

Wittmer Andreas

Skynews.ch, January 1, 2020

- Schweizer Aviatikindustrie weiterzubringen ist das Ziel

SRF1/10vor10, February 21, 2020

- Flottenverjüngung bei der Swiss – Optimierung bis ans Limit

Corriere del Ticino, February 29, 2020

- Per il futuro dell'aeroporto allarghiamo la prospettiva

SRF1/10vor10, March 5, 2020

- Flugbranchen spüren die Folgen des Coronavirus

Watson.ch/luzernerzeitung.ch, March 13, 2020

- Die Swiss in Turbulenzen: «Der Bund muss sich mit Worst-Case-Szenarien beschäftigen»

Luzernerzeitung.ch, March 19, 2020

- Aviatik-Experte zum Staatshilfesuch der Swiss: «Im Notfall ja, aber dann braucht es eine Gegenleistung der Lufthansa»

20Minuten, March 21, 2020

- So könnte die Rettung der Swiss ablaufen

Aerotelegraph.com, April 6, 2020

- Wie oft steigen Manager nach Corona noch in den Flieger?

Blick.ch, April 12, 2020

- Luftfahrt-Milliarden sorgen für Unmut

SRF1/Rundschau, April 15, 2020

- Corona: Der Verlust der Swiss dürfte allein an einem Tag in die Millionen gehen

Cockpit, April 20, 2020

- «Eine herausfordernde Zeit steht uns bevor»

Tagesanzeiger, April 24, 2020

- Wann und wie wir wieder ins Flugzeug steigen könnten

20Minuten, April 28, 2020

- «Swiss-Kauf wäre eine grosse Dummheit»

SRF1/10vor10, April 29, 2020

- Corona Krise: Wie wird das Fliegen überhaupt in Zukunft aussehen?

Tessiner Zeitung, April 30, 2020

- Airport Lugano am Ende

Radio SRF1, May 5, 2020

- Parlament stimmt Krediten für Swiss und Helvetic zu

NZZ am Sonntag, May 10, 2020

- Das Schicksal des Swiss-Hilfspaket entscheidet sich in Deutschland

Srf.ch, May 23, 2020

- «Ein Politiker im Verwaltungsrat ist nicht optimal»

SRF1/10vor10, May 28, 2020

- Allmählich wird der Flugbetrieb wieder hochgefahren

Srf.ch, May 28, 2020

- Steigen jetzt die Ticketpreise?

SonntagsBlick, June 29, 2020

- Lufthansa am Anschlag

Neue Züricher Zeitung, June 29, 2020

- Wie ein Spiel im Kasino – Analytiker warnen vor dem Kauf von gefallenem Airline-Titeln

SRF1/10vor10, June 30, 2020

- Die Swiss, eine Airline im Strudel der Corona-Krise

world-today-news, July 17, 2020

- Swiss applies for short-time work – even state aid is now an issue

Tagblatt.ch/St. Galler Tagblatt, August 22, 2020

- Die Flughäfen Zürich, Basel und Genf fliegen der europäischen Konkurrenz davon – doch nun droht das Aus wichtiger Airlines

Aargauer Zeitung/Luzerner Zeitung/Watson.ch, September 25, 2020

- Die Uni St.Gallen lockt die Swiss-Piloten – das steckt dahinter

20Minuten, September 30, 2020

- Warum kündigt Swiss-Chef in der Krise Rücktritt an?

NZZ am Sonntag, October 4, 2020

- Swiss Chef rechnet sich den Abgang schön

St. Galler Tagblatt/Luzerner Zeitung/Cockpit Aero/skynews.ch, October 6, 2020

- Studie: Die Zivilluftfahrt 2040 aus Sicht der Schweizer Bevölkerung

Schweiz am Wochenende/luzernerzeitung.ch, November 16, 2020

- Jetzt schnell Schnäppchen sichern, bevor mit dem neuen Impfstoff die Preise für Flüge und Hotels wieder nach oben schnellen?

Conferences and Conventions (online)

The CFAC was part of the following conferences and conventions in 2020:

- Air Transport Research Society (ATRS)
- European Aviation Conference (EAC)



CFAC 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.

Our supporters are: Foundation of Aviation Competence (FFAC*), AviSwiss GmbH, Canton St. Gallen (Amt für Wirtschaft und Arbeit, Standortförderung), Rahmah Ramli and Alex Schönenberger

Thank you!



*The Foundation for Aviation Competence was founded in 2019. The purpose of the foundation is to support the Center for Aviation Competence (CFAC-HSG) in the field of education, academic research and as a provider for answers for any regulatory questions from the industry. It aims being the whistle blowing organisation for the Swiss Aviation industry.

Benefits for Supporters

Not only are supporters of the Center for Aviation Competence contributing to the academic research of Aviation significantly, but can profit from several benefits at the same time, as listed below.

- 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 Aviation Education programs with a price reduction of about CHF 300 (Aviation Management Module, Accountable Manager Module, Auditor Module, Safety Manager Module, Certificate Program in Aviation, etc.)
- 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.

St.Gallen, March 2021

Prof. Dr. Thomas Geiser *President*

Dr. Andreas Wittmer *Managing Director*

Preview 2021/2022

Global Aviation Management Program CAS-GAvM 2021/2022

The Global Aviation Management Certificate Program 2021 started with a successful online module in January:

Accountable Aviation Management Module: 11-16 January 2021 (online)

International Aviation Management Module: 15-18 June 2021 in Singapore

Safety&Security Management Module: 7-10 September 2021 in St.Gallen

Auditing in Aviation Module: 17-19 November 2021 in St.Gallen

Dates for 2022:

Module 1: 10-15 January

Module 2: 14-17 June (Singapore)

Module 3: 6-9 September

Module 4: 16-18 November

Interested people can apply on www.cfac.ch or contact the CFAC administration office cfachsg@unisg.ch.

Check-In to Management: General Management for Pilots

This program helps pilots succeed professionally and reposition themselves on the job market, for example with a middle management or project lead position outside an airline in any industry.

Further information/application: <https://www.es.unisg.ch/en/programme/check-management>

Aviation & Space Symposium 2021 (New date!!)

With the celebration of the 15th year of CFAC at University of St.Gallen and the 10th year of Swiss Aerospace Cluster, we are organizing the first Aviation & Space Symposium in St. Gallen on **8th June 2021**. For further information please refer to www.as-symposium.ch.



FFAC/CFAC Forum Risk, Safety and Liability in Aviation

The Forum is scheduled for Wednesday, 10th November 2021 at the Radisson Blu Hotel at Zurich Airport.

European Space Business Program

Together with partner universities Nova (Lisbon), RSM (Rotterdam) and with support of the European Space Agency (ESA) we plan to start a 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 St. Gallen, starting in November 2021.

Further internal and external Education in 2021

The CFAC intends to attend the Air Transport Research Conference in Sydney, the European Aviation Conference and various G.A.R.S. workshops of the German Aviation Research Society.

The Sky is still full of opportunities....



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