



University of St.Gallen

Center for Aviation Competence



Annual Report 2021 Center for Aviation Competence



*"From insight
to impact"* 

Content

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Introduction by the President

The Center started 2021 with a lot of hope for normality, but unfortunately it was another year marked by the pandemic. Compared to the previous year, however, some further training and smaller events could be physically held again in compliance with Covid regulations. The planned Aviation & Space Symposium was held as a virtual kick-off event and will now take place on 2 June 2022 in the Olma Hallen in St. Gallen. Preparations for this are in full swing and we look forward to welcoming you on site.

The core competence of the Center is in the areas of research, education and training, and consulting. With the CAS executive training programme "Global Aviation Management", CFAC offers a unique programme for aviation managers at various career levels. A special feature is the close practical relevance while at the same time conveying the latest scientific findings. In cooperation with the FFAC (Foundation for Aviation Competence), the Risk, Safety and Liability Forum was successfully held at Zurich Airport in November and the latest developments in aviation law and aviation insurance were discussed. The management programme for pilots (Check-In to Management) developed with the Executive School of the HSG continued to meet with great demand. The Diploma of Advanced Studies programme planned with IATA had to be postponed until 2022 due to the still restrained demand. However, the Space for Business Programme was able to start online in November as planned. However, our on-site module was postponed to March 2022 due to covidial demand. The Space for Business Programme is offered in cooperation with the partner universities Rotterdam School of Management (RSM) and NOVA School of Business Lisbon. The development of the programme was supported by the European Space Agency (ESA).

The aviation industry continued to face major challenges, but thanks to the vaccination programme, the demand for air travel has increased again and the aviation business is slowly ramping up. Last year, CFAC continued to support the aviation industry with research projects and up-to-date aviation market data, which is collected for the industry on a self-funded basis.

CFAC is pleased to have been involved in many projects, training programmes and events on a wide variety of topics and looks back on a successful, interesting and busy year.

On the following pages you will get a deeper insight into our activities in the past business year as well as an outlook on the upcoming events in 2022.

We would like to thank everyone for their support and trust in the Center and its work and look forward to seeing you again in 2022!

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

Einleitung des Präsidenten

Mit viel Hoffnung auf Normalität startete das Center das Jahr 2021, doch es war leider ein weiteres Jahr das durch die Pandemie geprägt war. Im Vergleich zum Vorjahr konnten aber bereits wieder einige Weiterbildungen und kleinere Events physisch unter Einhaltung der Covid Bestimmungen durchgeführt werden. Das geplante Aviation & Space Symposium wurde als virtuelle Kick-Off Veranstaltung durchgeführt und findet nun am 2. Juni 2022 in den Olma Hallen in St. Gallen statt. Die Vorbereitungen dazu laufen auf Hochtouren und wir freuen uns, Sie vor Ort zu begrüßen.

Die Kernkompetenz des Centers liegt in den Bereichen Forschung, Aus- und Weiterbildung und Beratung. Mit dem CAS Executive Weiterbildungsprogramm «Global Aviation Management» bietet das CFAC ein einmaliges Angebot für Luftfahrtmanager auf verschiedenen Karrierestufen an. Ein besonderes Kennzeichen ist der enge Praxisbezug unter gleichzeitiger Vermittlung neuester wissenschaftlicher Erkenntnisse. In Zusammenarbeit mit dem FFAC (Foundation for Aviation Competence) konnte im November das Forum Risk, Safety and Liability am Flughafen Zürich erfolgreich durchgeführt werden und die neusten Entwicklungen im Luftverkehrsrecht und Luftfahrtversicherung diskutiert werden. Das mit der Executive School der HSG entwickelte Management Programm für Piloten (Check-In to Management) stiess weiterhin auf eine grosse Nachfrage. Das mit der IATA geplante Diplom of Advanced Studies Programm musste aufgrund der noch zurückhaltenden Nachfrage auf 2022 verschoben werden. Das Space for Business Programm konnte jedoch plangemäss im November online starten. Unser Modul vor Ort wurde jedoch covidbedingt auf März 2022 verschoben. Das Space für Business Programm wird in Zusammenarbeit mit den Partner-Universitäten Rotterdam School of Management (RSM) und NOVA School of Business Lissabon angeboten. Die Entwicklung des Programms wurde durch das European Space Agency (ESA) unterstützt.

Die Aviatikbranche war weiterhin mit grossen Herausforderungen konfrontiert und durfte aber dank den Impfungen wieder eine grössere Nachfrage an Flugreisen erleben und das Luftfahrtgeschäft langsam hochfahren. Auch im vergangenen Jahr unterstützte das CFAC die Luftfahrtbranche mit Forschungsprojekten und aktuellen Luftfahrtmarktdaten, die eigenfinanziert für die Industrie erhoben werden.

Das CFAC freut sich, an vielen Projekten, Weiterbildungsprogrammen und Events zu sehr unterschiedlichen Themen beteiligt gewesen zu sein und schaut auf ein erfolgreiches, interessantes und von viel Arbeit geprägtes Jahr zurück.

Auf den folgenden Seiten erhalten Sie einen tieferen Einblick in unsere Tätigkeiten im vergangenen Geschäftsjahr sowie einen Ausblick auf die bevorstehenden Events im 2022.

Wir bedanken uns bei Allen für die Unterstützung und das Vertrauen in das Center und seine Arbeit und freuen uns auf ein Wiedersehen im 2022!

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 Fraendorfer
- 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) 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 Chair of Management of Network Industries (MIR) at the Swiss Federal Institute of Technology in Lausanne (EPFL) and University of Zurich (UZH)

2) 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.

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.

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.

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



Adrian Müller,
Research Associate



Nicole Denk,
Administration,
Program Manager



Rosi Hess,
HR, Accounting



Daniela
Schüpbach,
Research Associate



Manuel Ammann,
Research Assistant



Colin Kübler,
Research Assistant



Simon Gehrmann,
Research Assistant

CFAC Fellows



Joel Hencks,
Managing Director
AeroEx



Claudio Noto,
Airline Pilot



Mark Roth,
Captain/Examiner, Chief Medical
Officer

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.



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 2021. The course was held by Dr. Andreas Wittmer. Around 35 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 (Hybrid Course)

From 1 - 5 November 2021, the course “Asia Compact: Aviation Management” was exceptionally held in a hybrid format, but still with a lot of international flair.

In addition to theoretical lecture inputs, the 11 students 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 case presentation 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. A highlight for our students was the physical excursion to Zurich Airport, where the students were able to listen to input lectures from SWISS International Air-lines, Zurich Airport and Synhelion and where at least got to see a SIA aircraft departing for Sin-gapore. 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 two projects with Swiss Internat. Airlines and ARIS. Different student teams of 4-8 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 almost past 20 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

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

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.



CAS Graduates 2021:

Ed Walder, Ernest Oggier, Cyril Hammer and Thomas de Ruiter (from left)

CFAC/FFAC Forum Risk, Safety and Liability in Aviation 2021

On 10th November 2021 the FFAC/CFAC Forum Risk, Safety & Liability in Aviation took place at the Radisson Blu Airport Zurich. With inputs from Michael Maier (AXA XL, a division of AXA) on "Insurance for drone operators", Jürg Wildi and Marc Siegenthaler (v2sky) on "Drones in the area of conflict between profit expectations and regulations" and Roland Müller (ME Advocat Rechtsanwälte) and Philip Bärtschi on current developments, the participants gained deep insights into current topics in aviation law and insurance. In addition, we had the pleasure of welcoming two representatives from the Bundesamt für Zivilluftfahrt, Fabian Gysel and Olivier Hauser, who gave presentations on historical aircraft and the identity cards and authorisations of flight personnel.

A big thank you to our sponsors who made the event possible: Swiss Aerospace Cluster, Allianz, Die Mobiliar and AXA XL, a division of AXA



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 started this program in December 2020 and had two courses in 2021 with total 60 pilots participating.

Further information: www.es.unisg.ch



Space for Business Program

The program has been developed by three of Europe's renowned business schools in collaboration with the European Space Agency. The program 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.



Bachelor- and Master Theses, Dissertations and CAS Papers

The following theses and dissertations were completed at the HSG in 2021:

| Bachelor |
|---|
| Influence of environmental sunk costs in choosing between train and air as connecting mean for short distances |
| Inwiefern verändert sich das Geschäftsreiseverhalten der Menschen durch die Covid-19 Pandemie am Beispiel der regionalen People's Fluglinie? |
| Welche Erfolgsfaktoren braucht es bei Flugliniengesellschaften, um nach der Corona-Krise wieder durchstarten zu können? |
| Providing Air Traffic Management Data Services in the Single European Sky |
| Resilience Management in the Post COVID-19 Airline Industry |
| Solutions to Boost Private Investment in European New Space Companies |
| Master |
| The Influence of Cognitive Dissonance on Sustainable Mobility Choices |
| Pricing for sustainability: Analysing the demand-side steering effect of a flightticket levy in Switzerland |
| Fundamental Analysis of Airlines - Application of Value Investing Technique to Identify Market Beating Airline Stocks |
| Business Models and Culture – Similarities in the organizational culture of airlines with the same business model |
| Strategic Aviation Management in Crisis Situations – Mastering the transition from an operational crisis response to strategic decision making for a new normal |
| Introduction to Decision Avatars -Development of a Human-AI Collaboration Framework to Improve Organisational Decision-Making |
| Airport Business Models and Testing Revenue Influencing Factors with Multivariate Regression |
| Influence of a ticket tax on the travel behavior of air passengers from Switzerland - To what extent does the introduction of an environmental tax on flight tickets affect passengers' choice of airport of departure? |
| Destination Green? - An Empirical Analysis of European Airline Bailouts |
| Investigating the future air travel behaviour of Swiss senior residents beyond COVID-19 |
| CAS Transfer Papers |
| COVID-19 Transmission in Commercial Passenger Aircraft Cabins |
| Comparison of FDM Data (2019-2020) and restart program of Edelweiss and Swiss International Airlines |
| How to improve regulation knowledge in the aviation industry for maintenance organizations |
| Airport Grenchen – Snow Cleaning |



Presentations and Publications

Presentations

The CFAC made the following public presentations:

Andreas Wittmer

5. Aviatiksymposium der Aeropers: Geschäftsreiseverhalten im Luftverkehr

Andreas Wittmer

IATA Webcast: What to offer: Industry Financial Talents

Andreas Wittmer

Zurich Airport, Operations Department: Post Covid Szenarien für den Internationalen Luftverkehr

Andreas Wittmer

Seminarland Ostschweiz: Das Ende von internationalen Flug-Geschäftsreisen? Die Pandemie und das Bedürfnis sich zu treffen.

Andreas Wittmer

Tagung zum öffentlichen Wirtschaftsrecht: Lenkung durch Lärmgebühren am Flughafen Zürich

Andreas Wittmer

Zurich Airport, Verwaltungsratsstagung: Post Covid Szenarien für den Internationalen Luftverkehr

Adrian Müller

AIEST Conference Research Seminar: Decarbonising Business Travel (PhD Award for the best Doctoral Paper)

Puls, Rene, Wittmer, Andreas & Vuckovic, Ivan

ATRS Conference hosted virtually in Sydney: The role of airports in the transition towards environmentally sustainable aviation.

Wittmer, Andreas & Puls, René

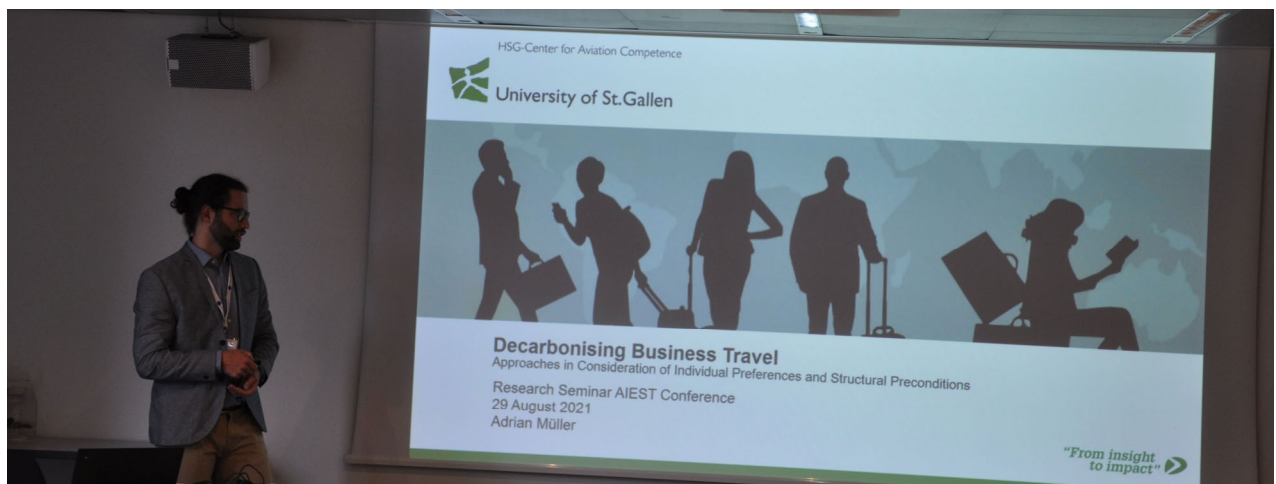
ATRS Conference hosted virtually in Sydney: Civil Aviation 2040: A perspective by the Swiss Society

Wittmer, Andreas & Müller, Adrian

ATRS Conference hosted virtually in Sydney: Decarbonising Business Travel

Wittmer, Andreas & Genovese Marco

ATRS Conference hosted virtually in Sydney: Price Elasticity of Luggage in Switzerland



Publications

Various papers and articles were published:

Hoffmann, Sebastian & Wittmer, Andreas: The Attitude-Behavior Gap in Air Travel: Young Traveler». In Jahrbuch Schweizer Verkehrswirtschaft (2021), S. 23-54: «

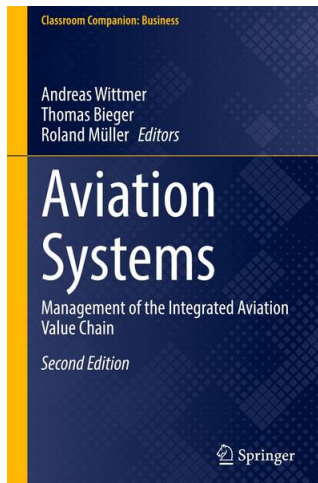
Müller, Adrian & Wittmer, Andreas: The end of international business air travel? Pandemics, climate change, and the need to meet

Müller, Adrian: Das Ende von internationalen Geschäftsreisen? In: Cockpit. Das Schweizer Luft- und Raumfahrt Magazin

Wittmer, Andreas: Wird Bedeutung persönlicher Treffen unterschätzt? In: Cockpit. Das Schweizer Luft- und Raumfahrt Magazin

Wittmer, Andreas: Konzentrierte Kompetenz für die Luft- und Raumfahrt In: Cockpit. Das Schweizer Luft- und Raumfahrt Magazin

Wittmer Andreas, Bieger Thomas, Müller Roland: Aviation Systems – Management of the Integrated Aviation Value Chain (2nd Edition). Springer, 2021



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.
- Emergency Response Planning in Aviation (Band 18): Roland Buecheler

Projects

These are three projects of the CFAC and its partners finished in 2021:

| | |
|--------------------|--|
| Subject: | Geschäftsreisenachfrage der Luftfahrt |
| Customer: | CFAC |
| Business Partners: | Swiss Int. Airlines |
| Description: | Multi-level analysis of future business travel demand for COVID-19 in cooperation with SWISS International Airlines. |

| | |
|--------------------|---|
| Subject: | Just Culture |
| Customer: | Bundesamst für Justiz |
| Business Partners: | CFAC, FFAC |
| Description: | In order to operate safely, it is important that errors can be reported and learned from. In this context, the topic of a "no-blame culture" or "just culture" has increasingly come up in recent years and has been examined in depth across industries and on an international basis in a study by the Foundation for Aviation Competence in collaboration with the Center for Aviation Competence at the University of St. Gallen. |

| | |
|--------------------|--|
| Subject: | Standortbestimmung zur Nachhaltigkeit am Flughafen Zürich (FZAG) |
| Customer: | Kanton Zürich |
| Business Partners: | CFAC |
| Description: | Die Studie für den Kanton Zürich erarbeitete eine Standortbestimmung zur Nachhaltigkeit am Flughafen Zürich. Sie hat die Einflussfaktoren der ökologischen Nachhaltigkeit transparent dargestellt, die Massnahmen zur Erreichung von Net Zero erarbeitet, und bildete die Grundlage für eine Abstimmung zwischen Flughafenpolitik, Umweltstrategie des Kantons ZH und dem Klimaziel des Bundes. Die Analyse stützte sich auf qualitative Primär- und Sekundärerhebungen. |

| Zahl | Emo. nach | Flug | Check-in | Status | Gate | Zahl | Emo. nach | Flug | Check-in | Status | Gate | Zahl | Emo. nach | Flug | Check-in | Status | Gate | |
|------|------------|---------|----------|--------|----------|-------------|-----------|---------|----------|--------------|-----------|---------|-----------|------------|-----------|---------|---------|---|
| 0910 | Dublin | LX 400 | 1 | | D31 1115 | Roma | FCO | AZ 571 | 2 | 1240 | Pariser | WK 630 | 1 | 1330 | Lilien | AD 7238 | 2 | |
| 0915 | Lilien | LX 2082 | 1 | | A71 1140 | London | LHR | BA 979 | 1 | 1240 | Paris | CA | WF 630 | 1 | 1330 | München | LH 2369 | 1 |
| 0915 | Paris | AF 130 | 1 | | E38 1145 | Istanbul | SAMPC | 948 | 2 | 1245 | Prag | LX 1486 | 1 | 1345 | Antalya | TQ 121 | 2 | |
| 0920 | Roma | UA 130 | 1 | | EC2 1150 | Amsterdam | AMS | KL 1958 | 2 | 1245 | Athens | LX 1838 | 1 | 1435 | Dubai | DX 988 | 2 | |
| 0920 | Hungary | W6 130 | 1 | | E42 1155 | Madrid | IB 3477 | 2 | 1245 | Brussels | LX 790 | 1 | 1440 | Frankfurt | LH 1181 | 1 | | |
| 0920 | Belgrade | JU 371 | 1 | | E46 1155 | Vladivostok | LX 2142 | 1 | 1250 | Venice | SK 1970 | 1 | 1545 | Madrid | LX 2832 | 1 | | |
| 0920 | Frankfurt | LH 1181 | 1 | | A82 1210 | Warsaw | LX 1348 | 1 | 1250 | Flora | LX 1574 | 1 | 1555 | Doha | QR 988 | 2 | | |
| 0920 | Toronto | W6 216 | 1 | | A81 1210 | Palma de M. | LX 2156 | 1 | 1250 | Mos | LX 588 | 1 | 1605 | Düsseldorf | EW 9777 | 2 | | |
| 0920 | Milano | LX 2310 | 1 | | A84 1215 | Frankfurt | LX 1072 | 1 | 1250 | Montreal | LX 686 | 1 | 1635 | London | LHR | BA 7204 | 2 | |
| 0925 | G. Catania | W6 309 | 1 | | A83 1215 | Katrine | LX 1279 | 1 | 1255 | Fly | LX 2206 | 1 | 1645 | Qatar | AC 4854 | 1 | | |
| 0925 | Toronto | W6 214 | 1 | | A85 1215 | Belgrade | LX 1416 | 1 | 1255 | Dubai | LX 242 | 1 | 1725 | Dresden | LX 618 | 1 | | |
| 0940 | Athens | LX 1830 | 1 | | A72 1220 | Sejres | LX 1450 | 1 | 1255 | New York | LX 814 | 1 | 1735 | Columbo | WK 664 | 1 | | |
| 0940 | Wien | OS 562 | 1 | | A83 1220 | Malta | LX 1790 | 1 | 1300 | Madrid | LH 9894 | 1 | 1735 | Helsinki | LX 618 | 1 | | |
| 0945 | Hamburg | LX 4912 | 2 | | A64 1220 | Bucarest | LX 4294 | 1 | 1300 | Amelia | W6 228 | 1 | 1735 | Warsaw | LX 1332 | 1 | | |
| 0950 | München | LX 2418 | 1 | | A54 1220 | Bucarest | LX 2254 | 1 | 1305 | Brussels | FL 969 | 2 | 1735 | London | LHR | LX 238 | 1 | |
| 0955 | F. Venezia | W6 212 | 1 | | A87 1225 | Bucarest | LX 258 | 1 | 1305 | Chicago | FL 608 | 1 | 1735 | Copenhagen | LX 1272 | 1 | | |
| 1005 | London | LCY | 8764 | 2 | E37 1225 | Palma de M. | W6 246 | 1 | 1305 | S. Francisco | LX 638 | 1 | 1725 | Batavia | LX 1954 | 1 | | |
| 1015 | Warsaw | LO 412 | 2 | | 1230 | Roma | FCO | LX 1734 | 1 | 1305 | Hong Kong | LX 138 | 1 | 1725 | London | LCY | LX 466 | 1 |
| 1030 | Paris | CDG | AF 1115 | 2 | 1230 | Bucarest | AC 4269 | 1 | 1305 | London | LHR | BA 713 | 2 | 1730 | Amsterdam | KL 1562 | 2 | |
| 1035 | Stuttgart | SW 245 | 2 | | 1230 | Amsterdam | LX 728 | 1 | 1310 | London | LHR | BA 399 | 1 | 1730 | München | LH 1110 | 1 | |
| 1045 | Istanbul | IST | TK 1909 | 2 | 1235 | Düsseldorf | LX 1018 | 1 | 1310 | Los Angeles | LH 399 | 1 | 1730 | Dresden | LX 1274 | 1 | | |
| 1045 | Washington | IA 621 | | | E43 1235 | Hamburg | LX 1656 | 1 | 1310 | Singapur | LX 188 | 1 | 1730 | Berlin | LX 970 | 1 | | |
| 1055 | Madrid | AY 1512 | 2 | | 1235 | Berlin | LX 966 | 1 | 1310 | Gatwick | LX 2804 | 1 | 1735 | Prague | LX 1488 | 1 | | |
| 1105 | Zagreb | OU 964 | 1 | | 1240 | Warsaw | LX 1324 | 1 | 1315 | Beijing | TG 973 | 2 | 1735 | Geneva | LX 2818 | 1 | | |
| 1110 | Madrid | LX 1676 | 2 | | 1240 | Wien | UA 9798 | 1 | 1315 | Cancun | W6 624 | 1 | 1735 | Amsterdam | LX 734 | 1 | | |
| 1115 | Athens | A3 851 | 2 | | 1240 | Luxembourg | LX 754 | 1 | 1320 | Toronto | AC 881 | 2 | | | | | | |

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

SRF1/10vor10, January 5, 2021

Chefwechsel bei Swiss: Steiler Einstieg für Dieter Vranckx

NZZ am Sonntag, January 11, 2021

Spucktest, Maske und Impf-App sind die neuen Flug-Begleiter

Blick.ch, January 20, 2021

Airlines locken mit Billigpreisen

24heures.ch, February 25, 2021

Draghi veut sauver Alitalia en copiant le modèle de Swiss

Aeropers Rundschau, March 2, 2021

Good News - die Schweizerinnen und Schweizer wollen eine starke Luftfahrt

Presseportal.ch, March 12, 2021

Lugano - Zürich mit der Drohne?

RTS, March 29, 2021

Quel avenir pour les grands aéroports internationaux?

SRF 1 / 10 vor 10, March 30, 2021

Einen Plan B brauchten wegen der Coronakrise in den letzten Monaten viele Angestellte der Luftfahrtbranche

SRF1/Tagesschau, April 1, 2021

Oster-Reisefieber trotz Corona

Travelnews / cockpit aero, April 20, 2021

So sieht die Zukunft der Geschäftsreise aus

Luzernerzeitung.ch / watson.ch, April 23, 2021

Skype statt Singapur: Swiss-Geschäftskunden wollen nach Corona weniger fliegen – mit einer Ausnahme

Laliberte.ch, May 5, 2021

Swiss coupe dans les effectifs

Bluewin.ch, May 11, 2021

Fliegen wird komplizierter und erst mal teurer

Zürichsee-Zeitung, May 25, 2021

Kosmetik ohne Zukunftsperspektive

Aeropers-Rundschau, June 4, 2021

5. Schweizer Aviatik Symposium

20Minuten.ch / Blick, June 22, 2021
Darum kannst du jetzt so günstig fliegen

RSM.nl, June 25, 2021
RSM creates education in New Space sector with ESA partnership

Basler Zeitung / Berner Zeitung / Der Bund, July 2, 2021
Ticketpreise für Flüge spielen verrückt

Pilatustoday.ch, September 11, 2021
Attentat - Anschlag - Absturz: 20 Jahre danach

cockpit.aero / Cockpit Online, September 21, 2021
«Gut ausgebildete Menschen braucht es mehr denn je»

Touring, October 1, 2021
Noch nicht ganz abgehoben

Leaderdigital.ch, October 11, 2021
Nachholbedarf an Seminaren weiterhin hoch

RTS un, Decembre 3, 2021
L'apparition du variant Omicron perturbe le secteur aérien



Conferences and Conventions

The CFAC was part of the following conferences and conventions in 2021:

- Air Transport Research Society (ATRS) (online)
- AIEST in Lucerne

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), 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.

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 2022

Prof. Dr. Thomas Geiser *President*

Dr. Andreas Wittmer *Managing Director*

Preview 2022

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

On 10th January we started with a small group our 7th edition of the Certificate Program under the new name "Aviation in Accountability, Safety and Compliance Management. After two years we are hopefully able to return to Singapore with the International Management Module.

Accountable Aviation Management Module: 10-15 January 2022

International Aviation Management Module: 14-17 June 2022 in Singapore

Safety&Security Management Module: 6-9 September 2022 in St.Gallen

Auditing in Aviation Module: 16-18 November 2022 in St.Gallen

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 2nd June 2022



The Center for Aviation Competence at the University of St. Gallen (CFAC-HSG) celebrated its 15th anniversary in 2020. To mark this occasion, the Aviation & Space Symposium St. Gallen will be held as a research conference and industry exhibition, presenting latest insights and innovation of the Aerospace Sector.

For further information and registration please refer to www.as-symposium.ch.

Space for Business Program

Together with partner universities Nova (Lisbon), RSM (Rotterdam) and with support of the European Space Agency (ESA) we will 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 March 2022.

Global Air Transport Management DAS

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

Further information on: Global Air Transport Management DAS | Executive School HSG (unisg.ch)

The Sky is still full of opportunities....



Contact/Publisher

Center for Aviation Competence (CFAC-HSG)

Universität St. Gallen

Dufourstrasse 40a

CH-9000 St.Gallen

Tel. +41(71)224-2525

cfachsg@unisg.ch

<http://www.cfac.ch>



Editors: Dr. Andreas Wittmer / Nicole Denk

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