



University of St.Gallen

Center for Mobility



Center for Mobility

Annual Report 2025

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Welcome to the Center for Mobility

Dear Readers

This is the sixth annual report of the Center for Mobility at the University of St.Gallen (CFM-HSG).

The CFM-HSG was established on January 1, 2020, with the aim of coordinating research on topics related to the field of “management of personal mobility” and its related value creation systems and effects. The center provides a cooperation platform, showcase and interface for this field beyond the various institutes, chairs, and researchers at the University of St.Gallen. It differs from similar centers, for instance at ETHZ and EPFL, primarily in disciplinary terms by adopting a clear social science perspective.

The operational costs of this center are financed by SBB as part of an extension of the service level agreement to cover the management of the SBB Research Fund. In 2024, this agreement has now been renewed for a further five years beyond 2024, thus ensuring the continued existence of the CFM. We would like to take this opportunity to expressly thank SBB for the different means and forms of cooperation that has now lasted for more than 15 years.

Four institutes at the University of St.Gallen are currently part of this center:

- Institute for Systemic Management and Public Governance (IMP-HSG) and herein in particular the SBB Lab and the Research Center for Tourism and Transport
- Institute for Mobility (IMO-HSG)
- Institute for Technology Management (ITEM-HSG)
- Institute for Economy and the Environment (IWÖ-HSG)

We are pleased to report briefly on our activities in 2025.



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



Prof. Dr. Christian Laesser
Managing Director

Institute for Systemic Management and Public Governance

Projects

Various mobility-related projects were pursued in 2025. Many of these projects were linked to the Innosuisse Flagship *Resilient Tourism*, which has been running for about three years now and for which we have also invested our own (SBB Lab) resources. (1) We are currently working on a pilot project to integrate travel to and from hotels. In collaboration with HESSO Sidlers and other partners, we are supporting a scientifically monitored trial in the Valais. (2) Another project addresses the question of customers' willingness to have their spatial movements tracked. To this end, we surveyed customers in Switzerland, Germany, and the USA. From the results, we have been deriving possible design options for a tracking tool. Major results will be out soon. (3) Last but not least, and also within the Innosuisse Flagship framework, we have concluded a project with various mountain cableways in Switzerland to evaluate the potential for their own energy generation and distribution and the associated business models.

Publications

Among other publications (mostly project related) we have continued to publish the Yearbook of Swiss Transportation. A number of different reports with regard to the above-mentioned projects will be made available soon.

Education & Training

The course *Transportation Systems* at Master level was held for the 15th time this year. 22 students familiarized themselves with various aspects and perspectives on the topic of *Transportation Systems*, such as demand, supply, impact, policy, governance or management. The institute also is responsible for the course *Aviation Systems* of our colleagues of the Center of Aviation Competence and the introductory course in Management and the Integration Seminar for first year students. Both use several case studies related to transport (e.g., case for Integration Seminar Airport Zurich).

Various

Our management of the SBB Research Fund continues to play an important role. This fund supports research on current issues concerning the Swiss transport network that have been neglected in the Swiss or international context. Funding was extended for another four years (2025-2029) at the same level. Over the already 15 years of its existence, 44 projects were supported. The SBB Research Fund therefore also plays an important role as a cooperation platform for Swiss research in (rail) transport. Furthermore, and for many years, the general secretariat of the Swiss Society of Transportation Sciences (SVWG; www.svwg.ch) has been domiciled at our institute. On behalf of this society, we again have organized two forums of Swiss transport. Furthermore, we are, together with ETHZ, EPFL and USI Lugano, member of the organizing committee of the annual Swiss Transport Research Conference (STRC; www.strc.ch). In 2025, the baton was passed on to Lucerne University of Applied Sciences and Arts, specifically to the Institute for Tourism and Mobility.

Contact



Prof. Dr. Christian Laesser
christian.laesser@unisg.ch

Institute for Mobility

The Institute for Mobility (IMO-HSG) aims to contribute to a future of mobility that is environmentally, socially, and economically sustainable. The institute is run by a passionate team of researchers who engage in diverse topics such as mobility platforms, sustainable mobility, shared autonomous vehicles, car sharing, micro-mobility, corporate mobility, and many more.

The IMO Research Labs

The Future Mobility Lab. The Future Mobility Lab is a consortium which intends to research and foster sustainable mobility behavior. The lab brings together a multitude of renowned partners from Germany and Switzerland, united in the aim to shape consumer- and future-oriented mobility solutions. From 2024 to 2025, the lab jointly worked on a research project with the goal to optimize offerings in the field of corporate mobility. The results were published in March of 2025. Since July 2025, the group is working on the subsequent project "Hedonism & Mobility Transformation" – results are expected in Q4/2026.

PwC Lab for Smart Mobility. The think tank of PwC and IMO-HSG intends to explore connected and sustainable mobility models of the future and investigate their impact on the behavior of users. Furthermore, the lab aims to address where the future mobility industry is heading and what solutions it will need to offer. Shared Autonomous Vehicles (SAVs), Corporate Mobility, and private-public partnerships are current research areas at the lab.

AMAG x IMO Lab. Through collaboration with one of the largest providers of individual mobility solutions in Switzerland, we develop holistic concepts that reduce CO2 emissions in

transport. In doing so, we address research topics, such as electromobility, smart infrastructure, and mobility-as-a-service systems.

Education & Training

Mobilitätssysteme der Zukunft: Trends, Marktforschung und Produktmanagement. For the fourth time, the seminar *Mobilitätssysteme der Zukunft* (previous name: Smart Mobility Marketing) at bachelor level was held in fall semester. 20 students, organized into groups of five, had the chance to develop smart mobility solutions for a product launch in various mobility fields. A pitch session of the developed ideas was held at SQUARE Arena, in presence of high-ranking executives from the mobility industry.

CAS Smart Mobility Management. The IMO-HSG launched the executive program Smart Mobility Management in September 2020. Since then, 192 alumni graduated as certified Smart Mobility Manager (HSG). The seventh edition of the program will launch in April 2026.

CAS Future Automotive Retail. The automotive retail industry is undergoing a fundamental transformation. In 2025, IMO-HSG initiated a new executive education program together with Wertschaffer AG. The program is aimed at decision-makers who want to actively and entrepreneurially shape the future of automotive retail. The

first edition of the program kicked off in January 2026.

The Smart Mobility Summit

On October 30th, 2025, the IMO-HSG successfully conducted its 4th "Smart Mobility Summit", in partnership with Allianz and PwC Germany. Up to 200 executives from the international and national mobility industry met in Berlin to discuss and shape the future of mobility in key notes, panel discussions, and breakout sessions with high-ranking speakers. Special attention was given to the development of new mobility markets and players in a radically changing economic and political global landscape. Among the speakers were Michael Lohscheller (CEO, Polestar) and Anna König Jerlmyr (Former Mayor of Stockholm). For the first time, the institute awarded the Mobility Trailblazers Award to outstanding innovators in the mobility landscape. The laudation was held by Philip Rösler (Former Vice Chancellor of Germany). The "5th Smart Mobility Summit" is scheduled to take place in September 2025 in Berlin.

Contact



Prof. Dr. Andreas Herrmann
andreas.herrmann@unisg.ch

Institute of Technology Management

At the Institute of Technology Management, the year 2025 witnessed the intensification of our work on software-defined vehicles (SDVs) and sustainable mobility. Accordingly, mobility topics continued to play a crucial role at our Bosch Lab (headed by Prof. Dr. Felix Wortmann) and our Sustainability Innovation Lab (led by Prof. Dr. Maximilian Palmié). With respect to SDVs, collaborating closely with and being financially supported by Robert Bosch GmbH and the Robert Bosch Stiftung allowed us to advance several noteworthy projects. The first project delivered an in-depth analysis of Google's automotive platform strategy, with a focus on Android Automotive OS (AAOS) and Google's broader SDV stack. This analysis provided the foundation for assessing how Google's approach may shape and change value creation in the automotive ecosystem. A second project examined how R&D performance is affected by diverse SDV paradigms. This project zoomed in on R&D operating models and innovation practices of software-centric OEMs (Tesla, NIO, and Rivian). Finally, a third project dealt with software sourcing in the automotive industry, identifying distinct strategic patterns in which OEMs make software sourcing decisions. With respect to sustainable mobility, the Sustainability Innovation Lab continued its work on the "Horizon Europe" project ASCEND (funded

by the European Commission). This project understands such mobility and logistics solutions as car-sharing, cargo bikes, autonomous parking, solar-powered charging stations, or vehicle-to-grid technology as integral elements of positive, clean energy districts.

In terms of publications, we conducted a systematic review of the associated literature to conceptualize SDVs and to identify the most promising research areas in this domain. The resulting paper was submitted, accepted, and presented at ECIS, the prestigious European Conference on Information Systems (Otto et al., 2025).

In teaching, we continued to integrate frontier mobility topics into experiential learning formats. Within our Research-Practice Venture course, one student team addressed carbon dioxide removal in the context of public charging for electric vehicles. Together with the practice partner Energie 360°, students investigated feasible concepts that connect charging services with credible carbon removal, assessed stakeholder expectations and communication challenges, and translated their findings into implementation-oriented recommendations.

Contact



Prof. Dr. Oliver Gassmann
oliver.gassmann@unisg.ch

Institute for Economy and the Environment

The Chair of Renewable Energy Management at the Institute for Economy and the Environment (IWÖ-HSG) has continued to extend its activities at the intersection of renewable energy and electric mobility in 2025.

The focus of our activities is to explore consumer preferences and business models leveraging the convergence of electric vehicles (EV), solar photovoltaics and other clean energy technologies (such as heat pumps and battery storage).

Several research projects at IWÖ-HSG focus on different aspects of this theme. In the project ROAST funded by the Swiss Federal Office of Energy (SFOE), Dr. Cristian Pons-Seres de Brauwer and Celina Scherbeck investigate the potential for *rolling solar storage* – a business model built around employers incentivizing their employees to charge their car with solar power generated during the day on the company's premises. This will allow to overcome the temporal mismatch of solar supply and EV charging demand. With bidirectional charging (V2G), the business model could be further extended to also cover employees' electricity demand at home.

Prof. Dr. Adrian Rinscheid engaged with an interdisciplinary group of international scholars to discuss the implications of policies to phase out

internal combustion engines for strengthening Europe's automotive industry. They argue that the investment uncertainty arising from a relaxation of the current phase-out policies would harm the competitiveness of Europe's automotive industry. Their paper, which received significant media attention in Germany and Austria, also outlines recommendations to European policymakers.

Two PhD students have successfully defended their thesis in 2025: Juliane Seika investigated circular economy business models for second-life EV batteries as part of the Innosuisse flagship project CircuBAT, and Sabrina Mili's research has explored the electrification of agricultural transport as part of the SWEET EDGE project, a large nationwide consortium exploring fully renewable energy futures for Switzerland, and funded by the Swiss Federal Office of Energy.

Low-carbon mobility is one of the focus topics in the executive education program CAS Renewable Energy Management (www.renewable-energy-management.ch), and Rolf Wüstenhagen contributes to IMO-HSG's CAS Smart Mobility Management.

Furthermore, several IWÖ-HSG courses at bachelor and master levels touch upon mobility. Prof. Rolf Wüstenhagen and Prof. Nina Hampl

(Center for Active Mobility, University of Graz) have taught the third edition of their course *Climate Friendly European Travel* in the Master's program in International Affairs and Governance (MIA-HSG), in collaboration with SBB. This is also an elective course for the certificate program Managing Climate Solutions (MaCS-HSG, www.macs.unisg.ch). As part of the MaCS program, students work on specific climate solutions projects. In Spring 2025, one such project, co-financed by the City of St.Gallen, focused on reducing carbon emissions of exchange students. The MaCS project team *Exchange on Tracks* prepared a brochure providing low-carbon travel options to 19 European partner universities and hosted a launch event with international speakers. In the Fall, the MaCS students hosted the 4th edition of the climate career night at SQUARE, featuring companies from the energy and transport sectors such as AMAG and Energy Infrastructure Partners.

Contact



Prof. Dr. Rolf Wüstenhagen
rolf.wuestenhagen@unisg.ch

CFM-HSG Academic Advisory Board and Management

The governance of the CFM-HSG consists of an Advisory Board and the Management. For the term of office 2023-2025 the following persons hold these positions.

Academic Advisory Board



Prof. Dr.
Thomas Bieger,
President



Prof. Dr.
Oliver Gassmann,
Member



Prof. Dr.
Andreas Herrmann,
Member



Prof. Dr.
Rolf Wüstenhagen,
Member

Management



Prof. Dr.
Christian Laesser,
Managing Director

Collaborators



Dr. Daniel Bazzi,
Project Manager



Simon Kuster, M.A.,
Research Associate



Barbara Bieger,
Secretariat

Projects

*(In parentheses: funding and principal investigators;
list in alphabetical order of titles)*

AMAG x IMO Lab (Research cooperation with AMAG; PI: Tamara Wisser, Philipp Scharfenberger, Andreas Herrmann)

ASCEND (Accelerate poSitive Clean ENergy Districts) (EU Horizon Europe, PI: Maximilan Palmié)

Attractivity of Public Transport in the Lake Constance Region (Research cooperation with the University of Constance; funded by the Lake Constance Arts & Sciences Association; PI: Eileen Kristiansen, Philipp Scharfenberger)

Bicycle-Infrastructure in St.Gallen: A User-Oriented Approach (Cooperation with the City of St.Gallen on the Improvement of the Local Bicycle-Infrastructure; PI: Matthias Brüning, Philipp Scharfenberger, Andreas Herrmann)

CircuBAT: Swiss circular economy model for automotive lithium batteries (Innosuisse Flagship project; PI: Rolf Wüstenhagen, IWÖ-HSG)

Customers' willingness to have their spatial movements tracked (Innosuisse Flagship "Resilient Tourism"; PI: Simon Kuster)

Evaluation of potential for own energy generation and distribution by Swiss cableway companies (Innosuisse Flagship "Resilient Tourism"; PI: Simon Kuster).

Innovation Booster New Mobility (Research cooperation with Switzerland Innovation; PI: Deniz Püseli, Philipp Scharfenberger, Andreas Herrmann)

Integration of public transport and accommodation in Swiss tourism, including preparation for a pilot project in Valais (Innosuisse Flagship "Resilient Tourism"; PI: Christian Laesser)

Porsche Consulting Lab (Research cooperation with Porsche Consulting; PI: Andreas Herrmann)

PwC Lab for Smart Mobility (Research cooperation with PwC; PI: Luisa Stöhr, Stefan Schorb, Philipp Scharfenberger, Andreas Herrmann)

R&D Performance in the SDV Era (Bosch, PI: Felix Wortmann)

Rolling Solar Storage (ROAST): Market acceptance of smart solar EV charging at work, (Swiss Federal Office of Energy, AMAG and AEM; PI: Rolf Wüstenhagen, IWÖ-HSG)

SDV Platforms – The Case of Google SDV (Bosch, PI: Felix Wortmann)

Software Sourcing by Automotive OEMs (Bosch, PI: Felix Wortmann)

Successfully Intertwining Public Transport and Micromobility (Research cooperation with Ostwind, TIER, SBB, Agglo St.Gallen-Bodensee, and the City of St.Gallen, PI: Matthias Brüning, Philipp Scharfenberger)

SWEET EDGE: Integration of decentralized supply of renewable energy into the Swiss energy system (Funding: Swiss Federal Office of Energy (SFOE); PI: Rolf Wüstenhagen, IWÖ-HSG)

The Future Mobility Lab (Research consortium with various partners; PI: Luisa Stöhr, Carolin Bauder, Philipp Scharfenberger, Jürgen Stackmann)

The Future of Urban Mobility in Switzerland (Research cooperation with the TCS; PI: Fabian Rieg, Philipp Scharfenberger, Andreas Herrmann)

The Relevance of the Automotive Sector for the Swiss Economy (Research project with Auto-Schweiz; PI: Eileen Kristiansen, Philipp Scharfenberger, Andreas Herrmann)

Contact



To get in touch with any of the above investigators, contact them by e-mail at firstname.lastname@unisg.ch

Consecutive and executive education at UNISG

(List in alphabetical order of titles)

	Name	Lecturer(s)
Consecutive education Master Level	Aviation Systems	Andreas Wittmer
	Business Innovation I: Geschäftsmodelle entwickeln	Oliver Gassmann
	Clean Energy Marketing	Rolf Wüstenhagen
	Climate and Energy Governance	Adrian Rinscheid
	Climate Solutions 101	Nina Schneider, Pascal Vuichard and Rolf Wüstenhagen
	FPV: Geschäftsmodellinnovation für ökologische Nachhaltigkeit	Maximilian Palmié
	The Political Economy of the Car	Adrian Rinscheid
	Transportation Systems	Christian Laesser
	Climate-Friendly European Travel	Nina Hampl and Rolf Wüstenhagen
Consecutive education Bachelor Level	Businesspläne entwickeln und analysieren	Simon Kuster and Samuel Heer
	Capstone Project: Operations and Innovation Management	Maximilian Palmié
	Ökonomie der CO2 neutralen Stadt	Moritz Look
	Mobilitätssysteme der Zukunft: Trends, Marktforschung und Produktmanagement	Andreas Herrmann and Jannis Linke
	Grand Challenge: Climate Solutions als Wettbewerbsvorteil	Moritz Look
Executive education	CAS Renewable Energy Management (REM-HSG) https://www.renewable-energy-management.ch	Rolf Wüstenhagen et al.
	CAS Smart Mobility Management https://www.es.unisg.ch/de/programme/cas-smart-mobility-management	Program Directors: Hans-Peter Kleebinder & Andreas Herrmann
	CAS Future Automotive Retail https://es.unisg.ch/de/weiterbildung/future-automotive-retail-far/	(Program Directors: Hans-Peter Kleebinder, Markus Schwingel, Andreas Herrmann)

Conferences

(List in alphabetical order of titles and first authors)

Bruening, M. (2025). How many is optimal? The relationship between shared e-scooter density and usage. Transportation Research Symposium, Rotterdam, The Netherlands.

Greifenstein, M. (2025). Exploring Usage Intention for Autonomous Taxi Services in California: An Application of the Extended UTAUT2 Model. Transportation Research Symposium, Rotterdam, The Netherlands.

Herrmann, A., Jungwirth, J., & Tjarks, A. (2025). Autonomous Driving – Technology, Projects, and Prospects, IAA Mobility, Munich, Germany.

Linke, J., & Stöhr, L. (2025). Employers' Potential to Drive Greener Transport: Examining Swiss Employees' Willingness to Subscribe to Employer-Subsidized Sustainable Mobility Solutions. Swiss Transportation Research Conference, Monte Verità, Ascona, Switzerland.

Mili, S. (2025). Market Analysis for Electrifying Agricultural Transport, SWEET EDGE Consortium Meeting, 04.09.2025, ZHAW Wädenswil.

Mili, S. (2025). E-Traktoren aus Sicht der Hersteller: Chancen und Herausforderungen. Energiekongress 2025, St.Gallen.

Pons-Seres de Brauwer, C. & Scherbeck, C. (2025). Grid integration of solar-PV and electric vehicles: Analysing the economic benefits of smart charging for corporate prosumers, 46th IAEE Intl. Conference, Paris.

Pons-Seres de Brauwer, C. (2025). Solar V2G charging at work: Exploring corporate user adoption potentials for accelerating sustainability transitions across sectors, 16th IST Conference, ISCTE Lisbon.

Scharfenberger, P. (2025). The Evolution of Mobility – and the Essential Relevance of Circular Battery Solutions for its Success, Keynote at the CircuBAT Conference, Bern, Switzerland.

Seika, J. (2025). Repurpose or recycle – what is better from a business point of view? CircuBAT: Integration Workshop #06, 27.05.2025, Zurich.

Seika, J. (2025). Valley of Death for Battery Repurposing? European System Dynamics Workshop, 22.05.2025, Delft.

Seika, J. & Kubli, M. (2025). Will second-use EV battery start-ups get trapped in the valley of death? Technological Forecasting and Social Change Paper Development Workshop, 16.05.2025, Edinburgh.

Seika, J. (2025). Will second-use EV battery start-ups get trapped in the valley of death? International System Dynamics Conference, 06.08.2025, Boston/Online.

Stöhr, L. & Scharfenberger, P. (2025): Berufliche Mobilität neu gestalten – eine Untersuchung der Perspektiven von Arbeitgebern und Arbeitnehmenden in Deutschland und der Schweiz, Corporate Mobility Conference, Munich, Germany.

Wisser, T. (2025). How to assess the Societal Impact of Automated Ride-Pooling – A Multi-Stakeholder Perspective. Transportation Research Symposium, Rotterdam, The Netherlands.

Wüstenhagen, R. (2025). Workshop Host Session #9 – Business Models & Life Cycle Analysis, International Conference on Circular Economy for Lithium-ion Batteries, Bern, 14.11.2025.

Publications

(List in alphabetical order of first authors)

Brüning, M. and Scharfenberger, P. (2025): Multimodal Vernetzt – Vernetzung von geteilter Mikromobilität und ÖV mit Bundles und Sharing Zonen, White Paper.

Brüning, M., Scharfenberger, P., & Stadler Benz, P. (2025). Integrating shared electric micromobility and public transport – A practitioner’s perspective. *Journal of Cycling and Micromobility Research*, 4, 100069.

Kuhnert, F., Herrmann, A., Kauschke, P., Scharfenberger, P., Güthner, H., Greifenstein, M., Schorb, S. (2025): The Evolution of Shared Autonomous Vehicles – Part 2: Bringing the SAV Economy to Life, PwC Lab for Smart Mobility, White Paper.

Laesser, Ch.; Axhausen, K.; Bieger, Th. (Eds; 2025). *Jahrbuch der Schweizerischen Verkehrswirtschaft*. St.Gallen: IMP-HSG und SVWG.

Otto, S., Wlcek, M., & Wortmann, F. (2025) Towards Conceptualizing Software-Defined Vehicles: A Systematic Review and Future Research Avenues. *ECIS 2025 Proceedings*, Paper No. 8. <https://aisel.aisnet.org/ecis2025/digitrans/digitrans/8>

Rogge, K. S., Goedeking, N., Hoppmann, J., Lütkehaus, H., Rinscheid, A., Scherrer, A., Rosenbloom, D., & Song, Q. (2025). How phase-out policies strengthen Europe’s automotive industry. *EMPOCI*. <https://doi.org/10.24406/PUBLICA-6854>

Rode, P., Gomes, A., Linke, J., Laffan, K., & Hicks, C. (2025). Deliberating sufficiency in transport: Fair car use budgets for London. *Transport Policy*, 171, 615-640.

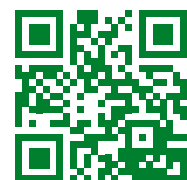
Schakols, F., Giger, P., Greifenstein, M., & Hofstetter, R. (2025). Are Rural Residents the Real E-Mobility Pioneers? Adoption and Willingness to Pay for E-Mobility in Switzerland’s Urban and Rural Areas. *Marketing Review St.Gallen*, 42(1), 20-30.

Seika, J., & Kubli, M. (2025). The technology valley of death of circular economy solutions: A system dynamics simulation of business strategies for the second-use battery industry. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.70491>

Stöhr, L., Linke, J., Scharfenberger, P., and Stackmann, J. (2025): Berufliche Mobilität neu gestalten – Eine Untersuchung der Perspektiven von Arbeitgebern und Arbeitnehmenden in Deutschland und der Schweiz, The Future Mobility Lab, White Paper.

Wisser, T. & Scharfenberger, P. (2025). Success factors for mobility innovations in European model regions. *Marketing Review St.Gallen*, 42(1), 54-63.

Accreditation



Center for Mobility
(CFM-HSG)
Dufourstrasse 40a
9000 St.Gallen
+41 71 224 25 25

christian.laesser@unisg.ch
cfm.unisg.ch

Editing:
Christian Laesser

Design:
Beate Reichel, diekreation.de

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From insight to impact.



CFM-HSG: Managing personal mobility
from a social science perspective.