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# Strategy and areas.

## **Professionalism and passion.**

Switzerland Tourism aims to generate high tourism revenues with every franc it invests. It does so with much creativity, dedication and enthusiasm in all areas.

View of Lake Lucerne from the Pilatus mountain in Central Switzerland







Ballenberg open-air museum, Brienz.

Hiking through the St. Saphorin vineyards on Lake Geneva, Canton Vaud.

# Tailored to the requirements of holidaymakers.

Quality, stronger alliances in e-marketing and targeted offerings, and a fundamentally new hospitality initiative are core elements of the strategy.

## Strategy

In addition to a growing number of theme-based marketing alliances, Switzerland Tourism is focusing its communications work on three main campaigns – mountain summer, families and fall – which are being coordinated systematically with respect to markets, target audiences and communications channels. In the process, the focus is on four areas: an ongoing collaboration with key media (key media man-

agement); collaboration with key accounts (key account management); e-marketing through its own platform MySwitzerland.com and various alliances; and the communications mix, which is redesigned for each promotion.

The strategy and the image behind the Switzerland brand have been revamped, as is evidenced by this Annual Report. The aim is to portray Switzerland in a fresher, friendlier, more open and more confident way. The core message "Switzerland. get natural." and new image themes place the focus on Switzerland and the nature experience it offers and give the brand a unique positioning.

Switzerland Tourism is backing the process of structural transformation in tourism and selectively promoting marketing alliances targeted at visitor segments. Signs of initial success are evident. New products have appeared, important investments initiated, new distribution paths developed, segments have grown and the effectiveness of campaigns has increased.

The "Enjoy Switzerland" hospitality initiative, which aims to tailor the way we in tourism think and act at local and national level to the needs of visitors, is set to become one of the most important projects in the entire industry.

## The markets.

In building its markets Switzerland Tourism has to set a course, and the reality of the visitor structure is an aid to this. The eight leading nearby and long-haul markets – Switzerland, Germany, France, Italy, Benelux, UK, US and Japan – generate more than 65 % of overnights. Switzerland Tourism is also working on the markets of China, Russian Federation, India, Korea and Gulf States, all of which are posting terrific growth rates of between 15 % and 30 %. In the main markets the focus has also spread to the Internet. Switzerland Tourism is striving to go beyond its own portal, MySwitzerland.com and hoping to step up its availability to the industry as a tool and platform. In the area of e-marketing the aim is to gather and use customer data with its partners for a targeted dialog and for marketing activities.

**Four levels of Switzerland Tourism activity for addressing and winning visitors through all channels.**



KAM: Key Account Management, KMM: Key Media Management





Switzerland Tourism staff at the meeting of country representatives held at the Hotel Palace in Lucerne in November.

## The corporate culture – open, honest and direct.

ST can play the leading role it claims for itself only if it has highly qualified and motivated personnel. The Human Resources area therefore gained representation at management level as a division of its own again with effect from 1.1.2002.

### Human resources

The position of head of human resources was made a full-time post again in 2002, indicating that the leadership role that Switzerland Tourism aspires to can be achieved only with highly trained and motivated members of staff.

To ascertain where Switzerland Tourism stands in relation to its employees, anonymous staff surveys were conducted by an external associate in 2001 and 2002. In comparison with other international organisations, the results of the survey were very good. Switzerland Tourism can count on a motivated, satisfied and loyal workforce. Yet there are also a number of weaknesses that need to be tackled.

Gabriela Buchmüller, Head of Human Resources, focuses her work on four levels: the promotion of goal-oriented working and personal responsibility; sales and marketing expertise; process optimization; and an even more open, honest and direct corporate culture. She feels team spirit is important, saying: "Our employees constantly emphasize how important an un-

complicated, performance-oriented and open working relationship is to them. We are doing all we can to uphold this corporate culture."

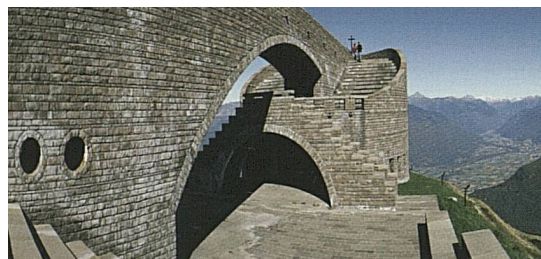
Active contributions to this good, open working atmosphere include the annual collective formulation of targets and the development of needs-oriented training in the area of sales promotion. Crucial support for all staff in the implementation of the credo "leadership through quality".

## Facts.

Switzerland Tourism aims to be an attractive employer, to provide its staff with selective training, to employ modern, performance and quality-oriented measurement systems and to be a popular choice for graduates of tourism schools.

Global workforce	184
of which marketing and sales staff	85 %
Personnel expenditure	CHF 20 million





Chiesa di Santa Maria degli Angeli, Monte Tamaro, Ticino. The mountain chapel on Alpe Foppa (1500 m/4921 ft) was built in 1992–96 by Swiss architect Mario Botta.



The façade of St. Gallus and Othmar collegiate church (1761–1764) in the monastery district of St. Gallen.



Rheinfall near Schaffhausen in Eastern Switzerland, the most powerful waterfall in Europe. This natural spectacle can also be admired from the train.

## Opening up the Swiss treasure chest to holidaymakers and the media.

To strengthen its presence among holidaymakers and in the media, Switzerland Tourism, along with its tourism partners, takes care to supply attractive material with news value and emotive copy. Images are becoming more and more important in this process.

### Content services

To prevail in the daily battle for attention, a strong presence is required. "Content is everything", says Heinz Keller, who is responsible for content services, although content must be determined by the needs of visitors, not by availability.

Switzerland Tourism documents the country as a tourism destination by means of extensive databases. Specific technical solutions allow tourism partners to enter their own data in the databases. However, the information also flows directly into selected channels such as the websites of local partners, MySwitzerland.com, and travel and information portals linked under the terms of cooperation agreements. The material also finds its way to representatives of the media through Switzerland Tourism's key media management work.

News and information must be prepared in a contemporary way. Copy is getting shorter and images are becoming more important. It is no longer enough simply to have nice pictures. Increasingly, these pictures have to be incorporated in the communications effort, since each image makes a contribution to communicating the brand.

The preparation, provision and conveyance of content is expensive. Therefore, Switzerland Tourism ensures that information is entered once only and then distributed to the various electronic channels. The Switzerland Tourism databases are fed with information both locally and centrally. Local news is input by the regional partners, while general and campaign information is entered centrally by Switzerland Tourism.

### Making everything available at the press of a button.

Switzerland's varied tourism offering is not going to sell itself if it is only partially documented or not documented at all. For this reason content has been revised. A good example of this is the mountain summer experience, which was processed for the media, the various brochures and the web. The latter currently contains 280 tips on excursions and places of interest, image galleries, an interview with Kofi Annan, 360° images of the finest mountain panoramas and the popular Mountain Quest game. The information is often not new, but it has been collated systematically for the first time. Tobogganists, for example, no longer need to contact individual tourism offices if they want information. Instead, they now find everything they need to know about toboggan runs in a condensed list. It contains 150 runs and can be accessed – along with the daily toboggan report – on MySwitzerland.com or Teletext.





Chinese journalists on the Bettmeralp (Valais) at July's international media event.

The Vorderrheinschlucht (Ruin Aulta), Switzerland's very own Grand Canyon in Canton Graubünden.

# Not only the mountains are creating an echo.

Switzerland Tourism does not simply wait until the media decides to report on its themes. Instead, it selectively conveys messages, images and content to key media outlets as part of its ongoing proactive media work. And it is going down new avenues in the process.

## Media

Switzerland Tourism communicates the tourism offerings of the vacation destination Switzerland. At the same time, the national marketing organisation has to position itself in the public eye, the tourism industry and the political arena. Both tasks fall under the responsibility of the corporate communications/media department, which proactively "sells" content and messages to selected key media. In this way potential visitors are provided with up-to-date information on the vacation country of Switzerland.

Switzerland Tourism organized a number of news conferences for representatives of the local and international media: At the ITB in Berlin, for example, on the launch of the Mountains.<sup>®</sup> campaign; at Interlaken, on publication of the new wellness quality criteria; on the Bettmeralp, on the mountain summer at Switzerland's first UNESCO World Nature Heritage site; in most countries on the subject of the Expo.02; and finally in Zurich on presentation of the winter campaign. In Germany a new concept was successfully launched, under which eight handpicked media representatives are invited to VIP dinners where tourism themes, specifi-

cally tailored to the persons invited, are presented and discussed.

A new addition to MySwitzerland.com is the media corner, where a variety of text and image documents are just a few clicks away.

## Facts.

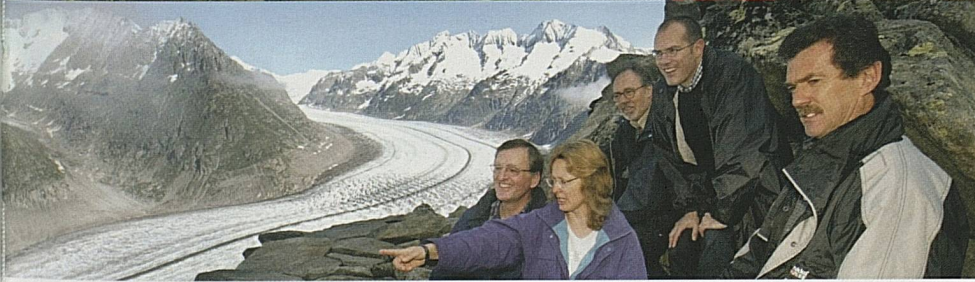
Switzerland Tourism conducts an ongoing dialog with the media all over the world, prepares material, documents offerings and organizes media tours across Switzerland. Visits were received from teams from the leading nearby and long-haul markets, as well as from countries such as Argentina, the Gulf Countries and Malaysia.

Number of foreign media representatives on Switzerland tours	1600
Exposures worldwide	3.2 billion

## Berlin mountains.

The ITB in Berlin saw the launch of the spectacular Mountains.<sup>®</sup> campaign. Switzerland Tourism invited media representatives to Berlin and our partner SWISS flew the Swiss guests in on a new Airbus. After a lunch at the Swiss embassy the campaign was presented at Switzerland Tourism's new booth. The special advisor to the UN on sport, for development and peace, Adolf Ogi, who was born in Kandersteg (Canton Berne) as the son of a mountain guide, delivered an enthusiastic introduction to the theme of the campaign. A total of 130 media representatives came together on this Sunday in March and took the Mountains.<sup>®</sup> message to the media.



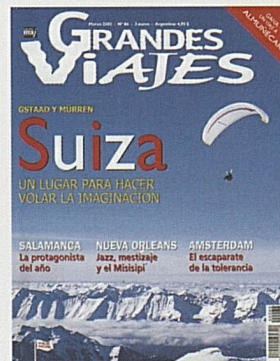


Media representatives from all over the world met on the Bettmeralp on the occasion of the Mountains.<sup>®</sup> campaign event.

From left to right: Philippe Roch (President of BUWAL), Mechthild Roessler (UNESCO Paris), Dick F. Marty (President of Switzerland Tourism), Jürg Schmid (CEO of Switzerland Tourism) and Ignaz Imhof (Municipal President of Bettmeralp) enjoy the breathtaking panorama above the Aletsch glacier.

### Mountains.<sup>®</sup> event in Jungfrau-Aletsch-Bietschhorn.

Some 170 media representatives from 29 countries attended the ceremony held on the Bettmeralp at the beginning of July to mark the inclusion of the Jungfrau-Aletsch-Bietschhorn region in the UNESCO World Nature Heritage List. A number of TV production teams had already been filming in the region for several days prior to the event. After a guided walk during the day, the evening of July 6 saw the highlight of the occasion. The guests were driven up the Bettmerhorn, where the world on and around the mountain was movingly dramatized in a spectacular music and laser show following the official presentation of the UNESCO certificate. Moved and thrilled by the experience, the guests embarked on their journey home or to a next destination the next day and announced a message to the entire world – the world's most beautiful mountains are to be found in Switzerland! The campaign generated some 150 million media exposures and more than 790 million customer exposures.



Grandes Viajes: the Swiss winter in Spanish.



The Swiss countryside in the Brazilian magazine, Chiques e Famosos.



Visitors to MySwitzerland.com have been able to click and book vacation apartments since fall.



## “MySwitzerland is yours”.

Thanks to an open data structure and ingenious system architecture, the web division at Switzerland Tourism is able to provide the tourism industry with an applications platform that allows interested parties to create their own low-cost web presence.

### MySwitzerland.com

Switzerland Tourism's Internet portal sustained and extended its leading position in tourism marketing. Additional information and service offerings were included on the site, while user friendliness was massively improved following usability tests.

“MySwitzerland is yours” is the name of the strategy employed by Switzerland Tourism's web division. Switzerland Tourism supplies more than 20 leading national and international travel websites and global portals such as Bluewin, SBB, Travelocity, Yahoo, MSN and OnTheSnow with data. MySwitzerland.com is intended to become a central, integrated technology platform for the Swiss tourism industry. The use of IT is becoming more and more expensive and sophisticated, making in-house solutions unattainable. Switzerland Tourism is developing an open and contemporary information applications platform that offers interfaces to call centers, Mailinghouse, reservation systems, and websites. It has been able to win a number of regions and destinations that have now tasked Switzerland Tourism with the creation of extensive, attractive Internet presences. Some examples, including Heidiland and Leukerbad, are already online.

The foundations for a uniform data and function basis in Swiss tourism have thus been laid. This will move the vacation country of Switzerland a considerable step forward in the area of e-marketing, from an Internet presence for the tourism industry to a tool for customer-base marketing and customer retention.

### New offerings.

New functions and content were added to MySwitzerland.com in 2002. Vacation apartments, can now be clicked up and booked via a simplified access structure. The site is available in 11 language versions and in a new feature all information is networked with a geographical information system. Interest in MySwitzerland.com continues to rise unabated. In the year of the report the number of visitors jumped 25 % to 6.2 million.

## Facts.

The Portal Management & Internet Marketing department is responsible for the development, operation and content management of MySwitzerland.com and the pages of Switzerland Tourism's website partners as well as global e-marketing.

Visitors worldwide	6.2 million (+25 %)
Peak day	48 000 (12.26.02)

Page hits	37.2 million (+42 %)
Average length of stay	11 minutes

Most popular pages	Swiss regions
	Winter
	Mountain summer
	Families
	Swiss cities



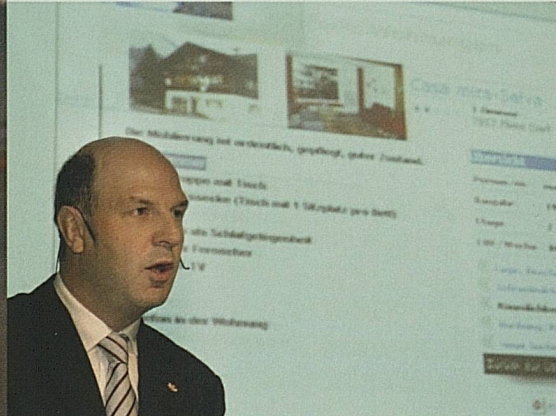
Now! Aaah! Oooh!  
MySwitzerland.com

Betriebszeiten / Horaires	
Betrieb ab En service à partir de	9.00
Letzte Fahrt Dernière course	16.30
Letzte Pistenkontrolle Dernier contrôle de piste	16.45



Advertising hoardings draw attention to MySwitzerland.com at various winter resorts.

Thomas Winkler, Head of Portal Management & Internet Marketing, presents the new vacation apartment search system.



### Window seat on geography.

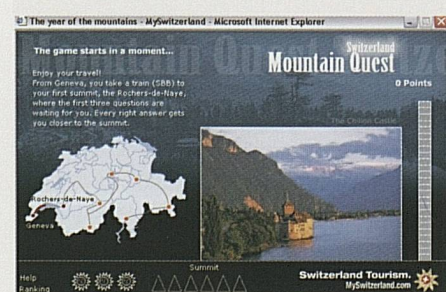
Hitherto, Switzerland's tourism offerings have been arranged on MySwitzerland.com by theme. Now the information is also networked geographically. Previously, it was possible to find places of interest only by searching through a long list, but now the subject of the same search is also displayed on a map. This aid to orientation pinpoints tourist destinations, vacation offers and excursions by geographical area. Switzerland Tourism is thus breaking new ground. Our motto: Instead of visitors finding their way to the information, the information should find its way to the visitors.

### A new key to 9100 vacation apartments.

Vacation apartments are a part of the tourism offering that is not to be underestimated. More than 35 000 apartments with 360 000 beds generate some 19 million overnights, mostly at very competitive rates. For the winter season (which accounts for almost half the overnights spent in vacation apartments), part of this product, some 9100 apartments, was incorporated in the information and service offering of MySwitzerland.com. for searching and booking. To date, the Swiss Tourism Federation has classified 11 000 apartments in a rating system ranging from one to five stars, thus adding more transparency and comparability to the segment.

### Playing the communications game.

The Internet is not only a source of information; it is also a place to play. Switzerland Tourism took this for the first time into account by launching its Mountain Quest game as part of its Mountains.® campaign. The game features a virtual journey from Geneva to Locarno via more than six mountain peaks, with players having to answer questions as they go along.



The first online game "Swiss Mountain Quest".

In this new approach "you are able to play your way across Switzerland and experience just how attractive it is in the process", said Thomas Lüthi, Responsible for Internet Marketing at Switzerland Tourism and inventor of the game. It has proved a great success, with 30 000 people taking part, of whom around 7000 registered for the MySwitzerland newsletter. The concept was repeated with the "Snow Fever" game, which forms part of a co-promotion with the SonntagsBlick newspaper. In the first month more than 100 000 people took part.





Above: Marcel Ospel, President of the UBS Bank Board of Directors, spoke on the subject of strategic partnerships in front of more than 800 tourism industry representatives.

Left: Federal Councilor Pascal Couchepin discusses opportunities in the tourism sector at the 5<sup>th</sup> Switzerland Vacation Day.

## Alliances break down borders.

Focusing on customer requirements, consolidating one's strengths and cooperating without compromise are prerequisites for success in the Swiss tourism business. This was the conclusion reached at the 5<sup>th</sup> Switzerland Vacation Day.

### 5<sup>th</sup> Switzerland Vacation Day

"Cooperation" was the key word at the 5<sup>th</sup> Switzerland Vacation Day in Crans-Montana, the most important event in the tourism business. CEO Jürg Schmid highlighted three trends that hold great potential. Authenticity has become an important criterion in the choice of vacation. If Switzerland is able to draw more attention to that which is authentic and distinctive, it can strengthen tourism. Ecology is another criterion that is gaining in significance and the outlook is bright here, too.

The tourism industry can achieve a further competitive advantage if it devotes even more attention to the environment, both in thought and deed. Finally, convenience shapes the expectations of visitors, who in the limited time available want the best possible vacation experience. If Switzerland succeeds in networking its infrastructure still further with its enormously rich offering, and if it does so in a customer-oriented manner, it will be able to give its visitors precisely this vacation experience.

### Celebrity thoughts on Swiss tourism.

Meetings with important business and political figures are a tradition at the Switzerland Vacation Day. In Crans-Montana Federal Councilor Pascal Couchepin, SWISS CEO André Dosé, UBS Board President Marcel Ospel, the Director of the Gottlieb Duttweiler Institute, David Bosshard and Richard Kühn, Professor at the Institute of Marketing and Corporate Management at the University of Berne all addressed the conference. In their speeches they expressed their solidarity with the tourism industry and also made important suggestions with respect to strategies, opportunities and solutions for the future of tourism in Switzerland.



Expert tourism panel. From left to right: Wilhelm Schnyder (President of the Valais State Council), Dick F. Marty (President of Switzerland Tourism), Federal Councilor Pascal Couchepin and Gottfried F. Kuenzi (Director of the Swiss Tourism Federation) on the rostrum at the 5<sup>th</sup> Switzerland Vacation Day.

Alliances, uncompromisingly tailored to the wants of customers, are set to shape the future of the industry. "Instead of marking out municipal boundaries, we'd be better off creating customer experience areas", said Schmid. In the difficult economic climate, in particular, it is extremely important to fuse values such as quality, innovation and cooperation with the Switzerland product. These were also the values addressed by the guest speakers from the world of business and politics, where unexpected views were revealed to the industry from without.

The subject of cooperation underwent further fine-tuning during working meetings held with Switzerland Tourism's main partners.





At the center of the exhibition space was a lounge with comfortable armchairs and seats for doing business.

Enhanced functionality and a clear emphasis on image themes form the focus of the new trade show concept.



## Expertly stacked.

With a highly flexible system, Switzerland Tourism's new booth concept presents a fresh contemporary Switzerland and offers plenty of space for all booth partners.

### Trade shows

Switzerland Tourism attends more than 40 trade shows and events worldwide each year. For its booths it needed a system that was easy to make available, transport, assemble, operate, dismantle and store. The latest version of this booth system was presented at the International Tourism Exchange (ITB) in Berlin in March.

The new booth was developed by the trade shows, events and design department (MEGa) and combines hi-tech and natural materials. "This is precisely what lends the design its charm", says Werner Kehrli, Responsible for MEGa, based upon the experience gained during the first few deployments. The Switzerland Tourism brand has obtained a look that remains etched in the mind and can be reinforced by the relevant campaign and event themes.

Trade shows are a strategic element in the communications mix, but for Urs Emch, Head of marketing services and brand management, this is no reason not to evaluate each appearance. "The question is not simply what it costs us to be there, but what it costs us not to be there." So while Switzerland Tourism has bid farewell to some shows, it has entered into new commitments such as the UITT in Kiev and the ATM in Dubai. The booth at the ITB was extended. Switzerland Tourism also attended some important regional shows in its core markets, for example in Modena, Colmar and Lyon, although it is fully aware that attending such events does not mean the job is finished. In reality, it has only just begun.



A cafeteria is integrated in the booth.

## Facts.

The presentation delivered by Switzerland Tourism and its partners should stand out from that of the competition and also offer maximum flexibility and durability.

Tradeshow visitors in 2002	1.6 million
Deployment	40 times
Covered booth area	3400 m <sup>2</sup> (36 597 sq. ft)
Picture area used	1610 m <sup>2</sup> (17 330 sq. ft)
Material available:	
Area	1000 m <sup>2</sup> (10 764 sq. ft)
Image area	760 m <sup>2</sup> (6028 sq. ft)
Larch strips	14 km (8.7 mi)
Aluminum supports	4.5 km (2.8 mi)