

Switzerland Tourism.



2014.

Annual Report.

Views

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Switzerland Tourism.



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QUALITY
Our Passion



printed in
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Jean-François Roth, President Switzerland Tourism

“Further development, despite a difficult market environment.”

Is ST’s dual strategy still justified?

The removal of the euro currency peg at the start of 2015 had far-reaching effects on tourism. In 2014, tourists from the Eurozone made up 36.2% of all overnights. It is therefore imperative for ST to continue to remain active in these markets. In parallel, ST needs to expand the presence of Switzerland as a tourist destination in markets which are less affected by the strong franc. The Swiss market will also be decisive in determining the extent of the crisis. We have to respond as a unified industry to emerging competition.

What do you anticipate for 2015?

The tourism industry faces an enormous challenge in 2015: in a particularly unfavourable economic environment, it needs not only to preserve its market share, but also to continue to improve the quality of its offerings, as well as driving innovation forward. That said, I remain confident: all of the industry’s stakeholders are working together to find solutions.

Do you have a special message for the tourism industry?

More than ever, the industry needs to cooperate and put individual interests last. The situation is too serious, and Switzerland is too small, to lose focus.



Jürg Schmid, CEO Switzerland Tourism

“We need excitement and relaxation to co-exist intelligently.”

Which 2014 ST marketing project did you particularly like?

Our partnership with the photographer Yann Arthus-Bertrand. For our “Views” campaign, he took a series of images entitled “Switzerland from above”, which were warmly received around the world, from Paris to Rio de Janeiro, Moscow to New York. The project launched in France, with the goal of helping Switzerland to boost its global visibility.

What do you make of the rapid changes in tourism marketing?

Everything is becoming more interlinked through social media. We need to be more attentive and react faster, and this requires more human resources. Above all though, I see an enormous opportunity for smart marketing – appealing to the visitor personally and individually on the platform which suits them and with the experiences they are seeking.

(go to “Outlook” on p. 49 for more on this)

150 years on: where next for winter tourism?

Switzerland must achieve an intelligent balance between the respective needs of its winter visitors – on one hand, speed on the slopes; on the other, relaxation and peace of mind. We should be sensitive to the needs of an aging society, but also include families, who increasingly seek safe sports and activities.

2014 highlights.

Change from previous year

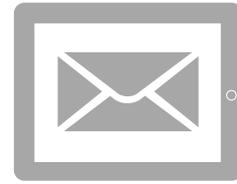


1,638

Top media results

Switzerland proudly showed off its most beautiful side in 1,638 media reports.

More detail on page 25

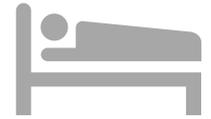


743,601

Newsletter subscribers **+58,386**

Many visitors liked Switzerland so much that they want to be kept up to date via newsletter.

More detail on page 24

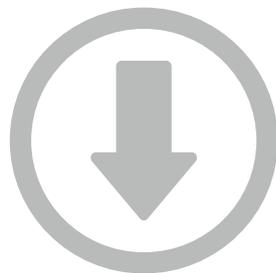


4.42 m

KAM overnights **-190,000**

ST was able to additionally generate this many overnights in Key Account Management (KAM).

More detail on page 25



2.23 m

Mobile app downloads **+320,000**

Mobile phone apps were also increasingly well received.

More detail on page 24



759

Business meetings +45

The Switzerland Conventions & Incentive Bureau acquired 759 meetings, events and conferences.

More detail on page 30



2.01 m

Social media contacts +1.06 m

Twitter, Facebook, Pinterest – ST’s social media channels enjoyed a rapidly growing following.

More detail on page 24

-179,039

Germany -3.9%

+136,909

Switzerland +0.9%

+147,892

China +14.9%



Markets

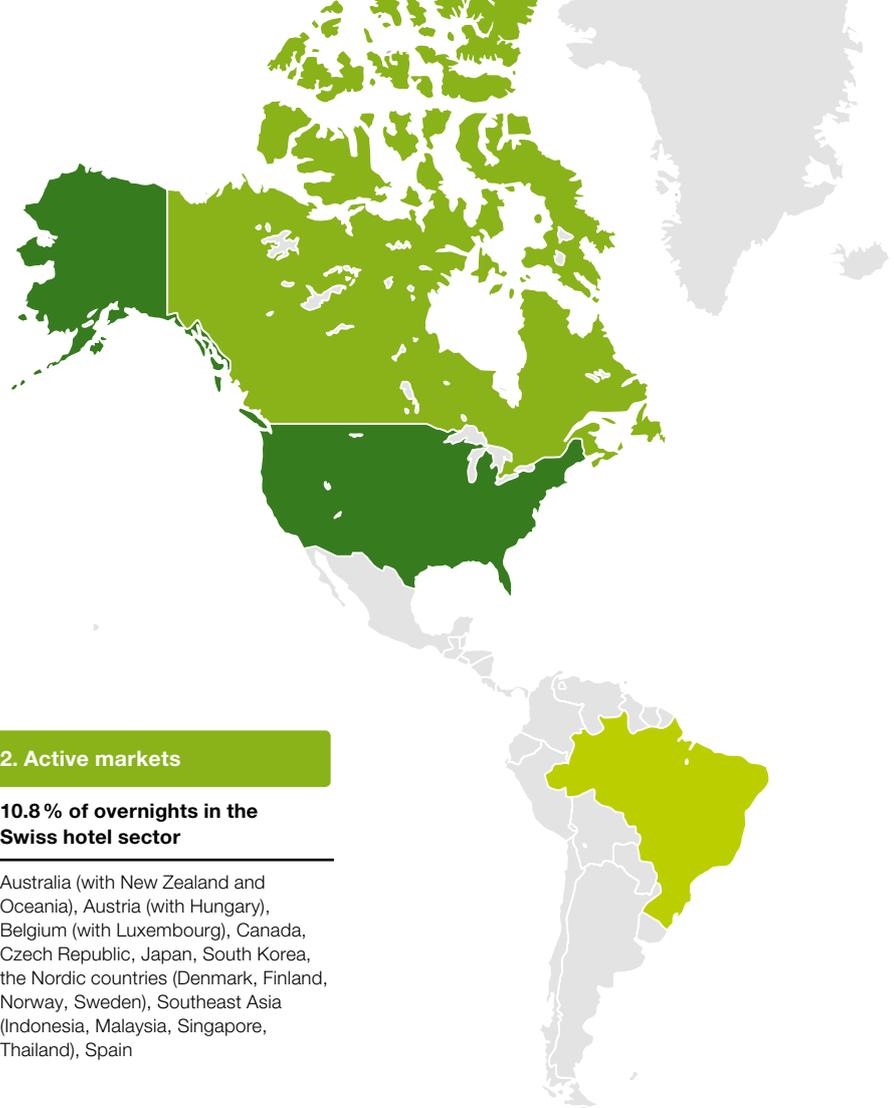
The developments in hotel overnight stays differ significantly between Switzerland, Germany and China.

More detail on page 10



On the Aare and threshold to the Bernese Oberland:
the city of Thun.

Marketing organisation.



1. Priority markets

74.7 % of overnights in the Swiss hotel sector

France, Germany, Italy, the Netherlands, Switzerland, USA, UK (with Ireland)

2. Active markets

10.8 % of overnights in the Swiss hotel sector

Australia (with New Zealand and Oceania), Austria (with Hungary), Belgium (with Luxembourg), Canada, Czech Republic, Japan, South Korea, the Nordic countries (Denmark, Finland, Norway, Sweden), Southeast Asia (Indonesia, Malaysia, Singapore, Thailand), Spain

Switzerland Tourism in brief.

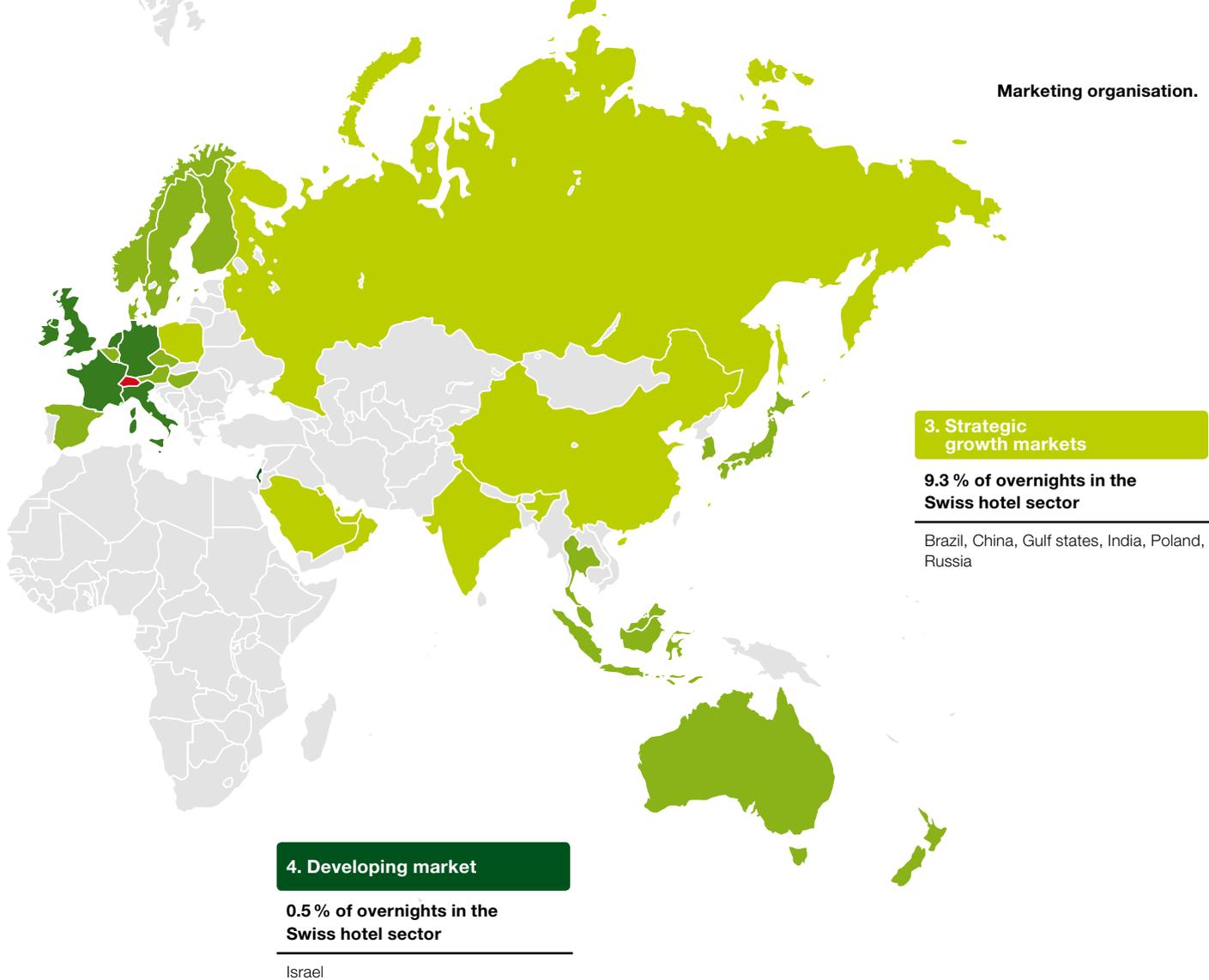
Switzerland Tourism promotes Switzerland worldwide as a holiday destination, under its slogan “Switzerland. get natural.” – alongside a clearly defined contemporary concept of Swissness.

The Switzerland Tourism (ST) marketing organisation has a long history. It has been promoting Switzerland as a holiday, travel and conference destination at home and abroad for almost 100 years, by federal mandate. ST positions Switzerland as a tourism brand standing for quality, naturalness, authenticity, sustainability and modernity, under the overall concept of “Swissness”. To do so, ST develops a systematic marketing programme that it implements creatively with its partners through a full range of promotional and sales techniques. ST is a public corporation. Its board comprises 13 representatives from tourism,

business and industry associations. ST’s president is Jean-François Roth, while Jürg Schmid is responsible for operational management. Headquartered in Zurich, ST is present in 27 countries, employing 245 staff.

Facts and figures.

Regional representations		27
Staff		245
– of whom trainees		22
Spending	CHF m	94.96
– of which regular federal funding	CHF m	52.83
Spending abroad	CHF m	71.86
Degree of self-financing	%	43.91
Marketing budget/ marketing staff	CHF	298,000



Positioning of the holiday destination Switzerland.



Natur



Authenticity

The Swiss experience → slogan: "get natural."

ST holds two trump cards.

In addition to a variety of sublime natural landscapes – the main draw for most of our visitors – Switzerland offers an exceptional first-hand experience of authentic, living tradition. This combination is highlighted by ST's slogan "get natural." – a promise, as well as an invitation. In this way Switzerland sets itself apart from the competition, emphasising above all the experience it offers.

Hotel overnights.	Overnights 2014	Overnights 2013	Change 2014/2013	in %	Overnights 2005*	Change 2014/2005*	in %
Priority markets							
Switzerland	16,026,135	15,889,226	136,909	0.9	14,622,420	1,403,715	9.6
Germany	4,394,457	4,573,496	-179,039	-3.9	5,563,695	-1,169,238	-21.0
UK (with Ireland)	1,736,723	1,708,918	27,805	1.6	2,088,879	-352,156	-16.9
USA	1,644,424	1,585,467	58,957	3.7	1,494,210	150,214	10.1
France	1,337,882	1,350,164	-12,282	-0.9	1,225,619	112,263	9.2
Italy	1,014,058	980,646	33,412	3.4	1,011,279	2,779	0.3
The Netherlands	681,671	709,937	-28,266	-4.0	828,889	-147,218	-17.8
Active markets							
Belgium (with Luxembourg)	730,555	747,845	-17,290	-2.3	890,733	-160,178	-18.0
The Nordic countries (Denmark, Finland, Norway, Sweden)	497,544	498,934	-1,390	-0.3	420,663	76,881	18.3
Austria (with Hungary)	472,758	491,069	-18,311	-3.7	388,177	84,581	21.8
Japan	439,894	491,651	-51,757	-10.5	584,923	-145,029	-24.8
Spain	417,114	427,310	-10,196	-2.4	348,245	68,869	19.8
Southeast Asia (Indonesia, Malaysia, Singapore, Thailand)	412,509	420,742	-8,233	-2.0	180,144	232,365	129.0
Australia (with New Zealand and Oceania)	314,810	308,479	6,331	2.1	194,959	119,851	61.5
South Korea	263,189	187,966	75,223	40.0	135,610	127,579	94.1
Canada	230,848	230,189	659	0.3	178,202	52,646	29.5
Czech Republic	113,975	111,569	2,406	2.2	63,346	50,629	79.9
Strategic growth markets							
China	1,142,438	994,546	147,892	14.9	219,836	922,602	419.7
Gulf states	770,725	623,205	147,520	23.7	252,181	518,544	205.6
Russia	532,775	578,656	-45,881	-7.9	276,322	256,453	92.8
India	485,216	467,967	17,249	3.7	249,070	236,146	94.8
Brazil	222,211	206,378	15,833	7.7	102,677	119,534	116.4
Poland	174,652	166,400	8,252	5.0	77,484	97,168	125.4
Developing market							
Israel	164,119	160,575	3,544	2.2	154,030	10,089	6.6

* There is no data available for 2004, so 2005 is used for comparison instead
Overnights at Swiss hotels and spas (by selected countries of origin, partially aggregated)
Source: HESTA, Federal Statistical Office 2014, 2013 and 2005

The Swiss hotel sector asserts itself.

In 2014 the Swiss hotel sector recorded 35.9 million overnights, which represents a slight positive change (+0.9 %) compared to the previous year. This is a pleasing result overall in light of losses caused by the heavy summer rains in June and July. The slight increase is principally thanks to the strategic growth markets, which achieved an above-average result of 9.6 % growth (Gulf states +24 %,

China +15 %). The most important market, Switzerland reached a record 16 million overnight stays (+0.9 %), while European markets recorded a slight decrease (-2.2 %). The number of overnights remained at the level of the previous year in non-urban regions (countryside -0 %; mountains -0.2 %), while Swiss cities recorded growth of 2.1 %.

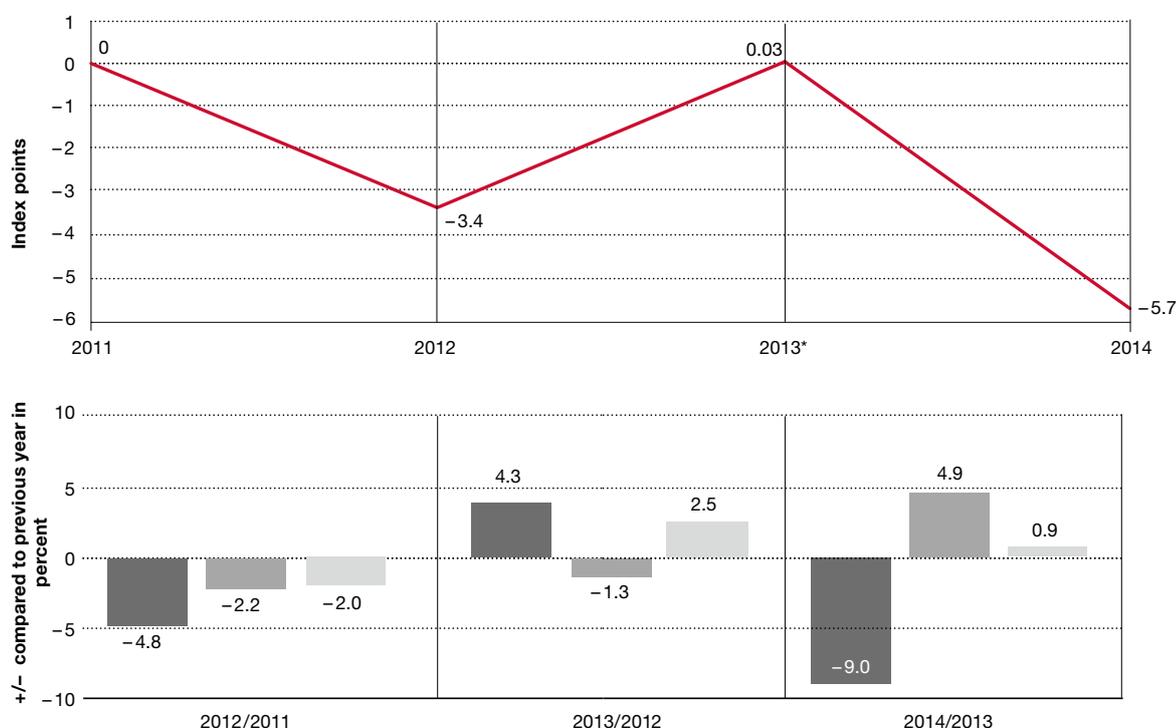
Overall development: the weather puts a damper on the balance sheet.

Beside hotels, key elements of the Swiss tourism industry include non-hotel accommodation and day and excursion tourism. For three years now, ST has been analyzing the overall development of the industry through its "Tourism Development Index" (TDI) measure. This annually published indicator demonstrates how tourist frequencies (e.g. overnights revenue, visitors, passengers and entries) have developed in the various sectors of the industry.

Across Switzerland the numbers of tourist frequencies fell in the 2014 calendar year, with the index showing a decline of 5.7 points. The previous year's positive development could not be sustained, partly because of only modest impetus for growth in the

hotel industry (+0.9%), owing to continuing tense economic conditions across Europe. In addition very poor weather at the start of the winter season 14/15 and substantial rainfall in the summer months meant difficult conditions for day-trip and excursion tourism, which declined by 9% compared to the previous year. On the other hand, the results in non-hotel accommodation were positive (+4.9%). For example, both the providers of holiday apartments (+6.8%) and Swiss youth hostels (+0.4%) were able to increase the number of over-night stays, while camping grounds suffered a decline (-5%).

Tourism Development Index (TDI).



*"Zürri-Fäscht" 2013 not included in the base case (total effect with 2.3 million additional visitors: +3.7 points).

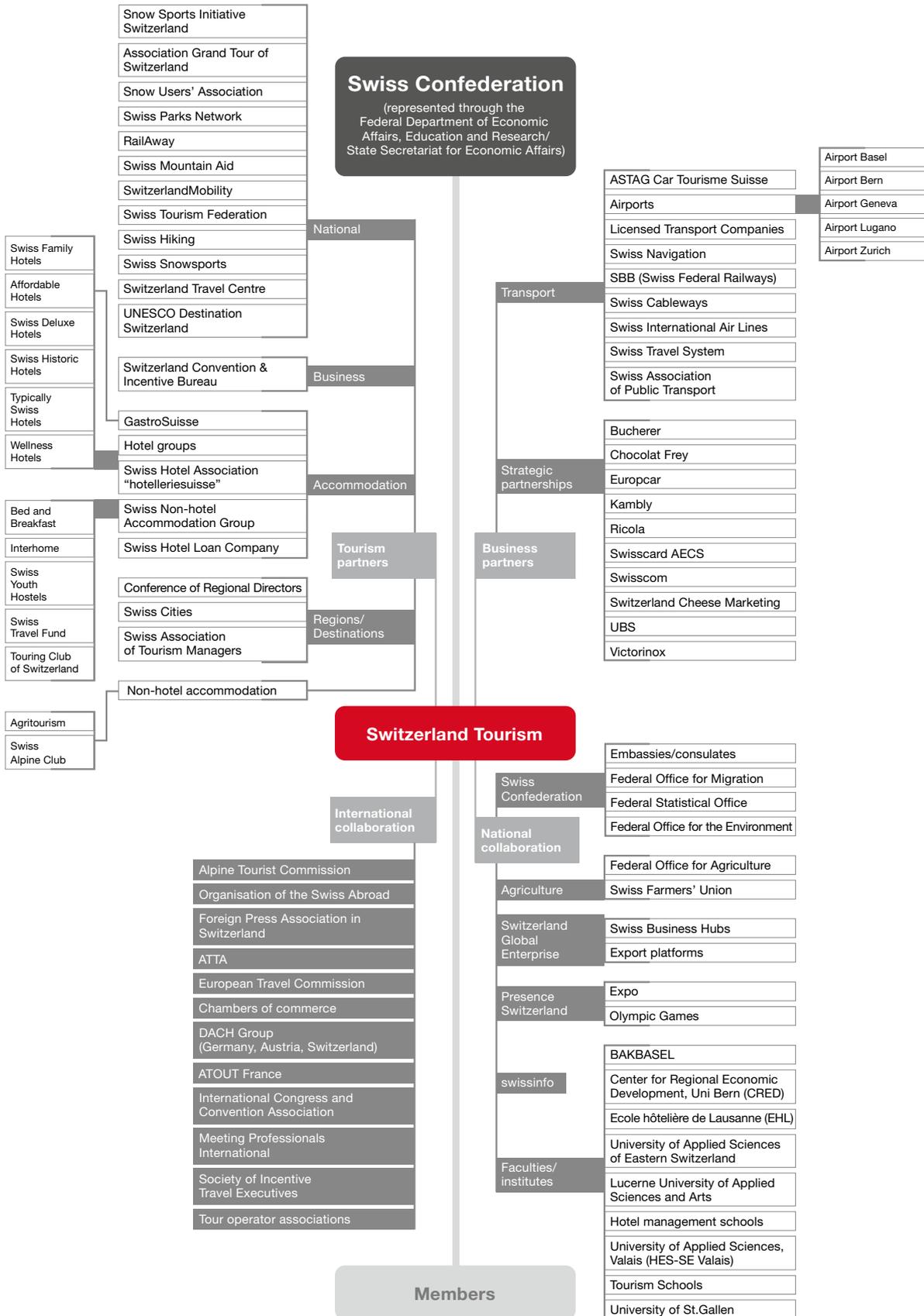
Sources: hotel sector (HESTA, BfS); non-hotel accommodation (HESTA, BfS & ST); day trips (ST).

Preliminary final results, subject to change.

■ Tourism Development Index
 ■ Day trips
 ■ Non-hotel accommodation
 ■ Hotel sector

The ST network, basis for success.

Through its network, ST forges links between suppliers and tour operators, between politics and business, and between training institutions and state and private organisations.



Members enjoy significant advantages.

Access to strategically vital knowledge, a close network and ST marketing: these are the advantages of ST membership.

ST members are always up-to-date: they enjoy exclusive access to STnet.ch, ST's B2B online portal dedicated to tourism. This is the industry's largest information platform – and since its redesign at the end of 2014, it is now faster and more user-friendly. Through STnet.ch, members can view the ST business plan, medium-term planning, selected current studies and analyses, as well as the comprehensive representative visitor survey Tourism Monitor Switzerland (TMS). Membership in Switzerland Tourism forms the basis for extended cooperative opportunities. Members profit from an international network of tour operators, business partners and opinion-makers. Annual membership costs CHF 1,810.



For many, the most important networking platform: Switzerland Vacation Day in Lausanne.

Facts and figures.

Collaborations within the tourism sector	2014	2013
Participating partners*	984	993
Members**	702	695
Marketing income from partners	CHF m 26.28	27.22

* Including collaborations with hotels and Switzerland Travel Mart

** Current members are listed at www.stnet.ch/mitglieder



Vacation Day: “sightfeeling” instead of sightseeing.

Emotional marketing in the age of technology: “sightfeeling” instead of sightseeing. More than 1,400 participants discussed significant trends at the 17th Switzerland Vacation Day. ST presented new insights and best practice at the most important event in Swiss tourism. Prestigious speakers addressed the event, including Rolf Soiron, president of the board of directors at Lonza (and, until 2014, Holcim) and designer and editor-in-chief of the lifestyle magazine “Monocle”, Tyler Brülé.



Left: Switzerland Vacation Day at the SwissTech Convention Centre in Lausanne.

Right: engagement at Hotel Marketing Day – Christian Brawand, Nils Kuypers, Christoph Schmidt, Karl Isler and host Katja Stauber.

Hotel Marketing Day: social media and pricing.

In addition to the established event in German-speaking Switzerland, ST also held a Hotel Marketing Day especially for the French-speaking part of Switzerland. A total of 460 hoteliers tackled issues of smart pricing, efficient content marketing and storytelling. The engaged podium discussions and lively votes from the public showed that social media is much more than just a trend with hoteliers: it is actively utilised.

Industry partnerships.

For the industry, ST serves as the key information hub and centre of expertise for global marketing. The tourism regions are the central partners in cooperation and coordination. In 2014, 13 regional partners invested 10.85 million francs in joint marketing activities with ST.



The region of Bern gets mobile: the bar on the TGV.

Bern: get in the mood with TGV Lyria.

The Swiss-French train company TGV Lyria connects Paris to Switzerland. Together with ST, they made travellers aware of the summer vacation opportunities in Bern. TGV Lyria launched an online competition, displayed 216 posters, decorated the bar of a TGV train with atmospheric pictures of Bern and distributed 20,000 flyers. The campaign generated 1.4 million marketing contacts.

Facts and figures.

Industry partnerships		2014	2013
Regional partners		13	13
Investment by regional partners	CHF m	10.85	10.73
Investment by industry as a whole	CHF m	26.28	27.22



A Nordic trend in Switzerland: SwimRun World Championship.

Graubünden: a sporting spectacular over 52 km.

Switzerland attracted particular attention in the Nordic countries thanks to the Scandinavian sporting trend SwimRun, a 52-km combination of running and swimming. ST helped the Swedish organisers Ötillö to stage the SwimRun World Championship in the regions of Engadin St. Moritz and Bregaglia – the first time it had been held outside Sweden. The result was 1,400 additional overnights in Silvaplana and around 160,000 social media contacts and TV viewers.



Running in central Switzerland:
ADAC.

Lucerne-Lake Lucerne Region: exclusively in the ADAC travel magazine.

In cooperation with ST, the ADAC (General German Automobile Association) showcased the Lucerne-Lake Lucerne Region in a 164-page special edition of its travel magazine, reaching 1.7 million readers. ST was supported in this media collaboration by the Lucerne-Lake Lucerne Region, public transport and Victorinox.

Business partnerships.

The joint marketing activities of ST and its partners were characterised by quality and Swissness. They lead to win-win results for all involved.

ST's strategic and official partners gain attractive platforms for the global marketing of their products. They also benefit from ST's strong market presence. In return, they support ST financially and with products and services. Everyone wins from the vibrant Swissness – as well as quality and performance – of each individual partner. The resultant synergies open up new markets and channels of communication. Through targeted campaigns, collaboration can lead to an above-average media



UBS:

jubilee winter brochure.

The brochure "150 years of Swiss winter holidays", which ST produced in conjunction with UBS for the Swiss market, provided inspiration for nostalgic winter experiences, presenting 150 tips covering every Swiss region. 255,000 copies in four languages were distributed.

impact, even in existing markets. Marketing activities in 2014 were a success for both ST and its partners. Sponsoring income amounted to CHF 9.67 million in 2014.

Facts and figures.

Business partnerships	2014	2013	
Strategic Premium Partners	6	4	
Strategic Partners	10	10	
Official Partners	17	18	
Special Partners	3	2	
Revenue from sponsorship	CHF m	9.67	9.04



Daniela Bär, Head of ST Communications, and Marcel Bühler, CEO American Express Switzerland.

American Express:

the PRIX BIENVENU for hospitality.

The PRIX BIENVENU, which ST awards annually, recognises hospitality and above-average service in hotels. As the presenting partner, American Express gave the winning hotels the credit card commissions of up to CHF 10,000 until the end of the year. Read more on page 18.



Mammut:

exclusive winter collection.

For more than 150 years Mammut has been producing innovative alpine sports equipment in top Swiss quality. In collaboration with ST, Mammut developed an exclusive clothing line for men and women for the 150th anniversary of winter tourism in Switzerland.

A modular approach to tourism marketing.

ST is known for its polished, persuasive, globally orchestrated marketing campaigns. It offers partners many options for participation.

Through the Swiss Confederation's basic mandate, all tourism service providers benefit from ST's numerous marketing activities. These include a global

market and media presence through ST's representations in 27 countries, and the provision of information to visitors via MySwitzerland.com. ST shares knowledge, findings from market research and crisis communication skills, and promotes quality development in the sector.

Opting for expertise and quality

ST relies on collaboration with suitable Swiss partners regarded as skilled service providers in their field, guaranteeing high quality standards.

	Promotion	E-marketing	KMM	KAM	General
Market key partners	<ul style="list-style-type: none"> ■ Regional/destination brochures ■ Flyers/inserts, etc. ■ Advertisements ■ Events ■ Trade fairs 	<ul style="list-style-type: none"> ■ Presence on third-party platforms ■ MyS.com: landing pages/banners ■ Additional topics ST E-newsletter ■ Social media campaigns (specified) 	<ul style="list-style-type: none"> ■ Media events in market ■ Media excursions to partner ■ Press releases 	<ul style="list-style-type: none"> ■ Sales calls ■ Workshops ■ Switzerland Travel Experiences ■ Study trips to partner 	<ul style="list-style-type: none"> ■ Account manager ■ Individual partner reporting
Campaign	<ul style="list-style-type: none"> ■ Digital brochures ■ High frequency incl. distribution 	<ul style="list-style-type: none"> ■ Skyscraper, teaser ■ 1x topic in ST E-newsletter ■ Guaranteed social media presence (not specified) ■ Flood of offers ■ Additional access to MyS.com ■ Campaign apps 	<ul style="list-style-type: none"> ■ Participation at international media events and post conventions ■ Presence at media conferences CH and main markets ■ Press releases 		<ul style="list-style-type: none"> ■ Detailed campaign reporting ■ Basic integration of all campaign partners in market activities ■ Meetings (markets, key partner day)
Additional presence	<ul style="list-style-type: none"> ■ Additional brochures ■ Additional promotions ■ Live events 			<ul style="list-style-type: none"> ■ Workshops ■ Switzerland Travel Experiences ■ Switzerland Travel Mart participation 	<ul style="list-style-type: none"> ■ ST hands-on ■ Switzerland Vacation Day participation ■ Strategic Partnerships platforms ■ Enjoy Switzerland participation
Basic mandate	<ul style="list-style-type: none"> ■ Advising Swiss market cultivation providers ■ TV ads ■ Switzerland magazine ■ Best of ... ■ Travel tips ■ Mood flyers ■ Sponsoring marketing platforms ■ Generic advertisements ■ Generic banners ■ Trade fair stand/basic presence 	<ul style="list-style-type: none"> ■ Basic E-marketing ■ MyS web presence ■ Description region/destination ■ Search engine optimisation and marketing, banner ■ Calendar of events ■ Activities: hiking, etc. ■ Sights, top attractions ■ Newsletter content cooperation ■ Social media content ■ Generic apps ■ Hotel booking platform ■ Holiday apartment platforms 	<ul style="list-style-type: none"> ■ Advising Swiss providers ■ Inviting and accrediting media ■ Media customer relationship management (CRM) ■ Distributing information to media ■ Media conferences ■ Media excursions ■ International media excursions and media events ■ Editing and distributing media stories ■ Twitter messages ■ PRIX BIENVENU 	<ul style="list-style-type: none"> ■ Advising Swiss providers (incl. lists of TOs) ■ Developing events with promoters ■ Global accounts ■ Study trips ■ Switzerland Travel Mart ■ E-learning programme ■ Promoter customer relationship management (CRM) ■ Snow Travel Mart Switzerland 	<ul style="list-style-type: none"> ■ Advising and coaching providers ■ Switzerland Vacation Day ■ Global ST presence ■ Contact centre ■ Mailing centre ■ Q-programme ■ Enjoy Switzerland basic ■ STnet.ch ■ Branding incl. usage rights ■ Content management ■ Market research/R&D ■ Photos/film ■ Swiss-Image ■ Video library ■ Annual report, AGM ■ Marketing to Swiss abroad

Market key figures.

	Number of staff	Media reports generated	Visits to MySwitzerland.com	High-value customer contacts*	Marketing contacts
Priority markets					
Germany	17	2,494	1,787,692	563,298	381,791,941
France	10	649	1,674,286	248,128	537,729,117
Italy	9	1,309	2,102,701	495,000	839,842,390
The Netherlands	8	456	725,620	359,883	132,721,935
Switzerland (headquarters: activities for all markets)	130	1,497	11,342,718	483,000	413,000,000
USA (with Canada)	16	794	1,927,141	394,475	140,766,319
UK (with Ireland)	11	1,403	1,129,761	300,000	274,370,961
Active markets					
Australia (with New Zealand and Oceania)	1/(2)	294	198,798	8,125	7,568,796
Belgium (with Luxembourg)	4	355	445,315	65,000	114,844,120
Japan	6	526	1,088,073	103,588	974,981,181
Canada	2	incl. with USA	incl. with USA	incl. with USA	incl. with USA
South Korea	4	671	196,416	56,220	418,735,144
The Nordic countries (Denmark, Finland, Norway, Sweden)	(2)	55	184,210	33,000	20,000,000
Austria (with Hungary)	1/(1)	390	190,069	10,837	54,216,891
Spain	3	330	689,330	140,000	45,811,266
Southeast Asia (Indonesia, Malaysia, Singapore, Thailand)	2/(4)	120	270,381	17,200	8,464,534
Czech Republic	(2)	383	145,736	78,500	22,118,198
Strategic growth markets					
Brazil	1/(2)	129	294,081	720,940	95,608,140
China	11	858	282,782	361,049	165,367,415
Gulf states	3	180	172,254	16,271	29,969,346
India	1/(4)	136	258,565	340,000	47,625,000
Poland	(2)	256	301,258	50,000	101,000,000
Russia	5	750	353,078	38,283	226,405,941
Developing market					
Israel	(1)	45	63,500	40,000	1,250,000

() Mandated staff

* Number of E-newsletter subscribers, contacts via the call centre (phone calls, emails, letters), brochure requests and downloads, travellers booking at STC/MySwitzerland.com, respondents via MySwitzerland.com, STC and tour operators, app downloads, feedback/likes on Facebook, followers on Twitter

More individual visitors from Asia.

Switzerland remains a focus for visitor groups on European tours. Gratifyingly, however, the demand for individualised experiences is also growing.

ST's marketing strategy focuses on qualitative growth, longer stays and an expansion into the less popular periods of the year. The demand for individual trips is increasing, above all in longhaul Asian

markets. China has once again significantly increased its hotel overnights, and is now the fifth-strongest foreign market.

Gulf states on the up, Eurozone declining

Visitor numbers were encouraging from the Gulf states, which is now ranked between the traditional markets of Italy and the Netherlands in terms of hotel overnights. However, this growth contrasts with a significant decline from the Eurozone, above all Germany, which is still feeling the effects of the strong franc (see page 46).

Enjoy Switzerland. ST as a companion.

Enjoy Switzerland, a division of ST, advises tourist destinations – and now also interest groups – in the development of innovative products.

With a pool of ideas, trainers, inspiration and research resources, the Enjoy Switzerland division supports tourist destinations and interest groups to further develop their products or realise new oppor-



Innovative indulgence: fondue hiking in Gstaad.

Attractive off-season in Gstaad

Gstaad in the Bernese Oberland underlined its authentic roots by becoming a land of fondue hikes. With the goal of breathing new life into the off-season, Enjoy Switzerland, together with Gstaad, created a new cheese experience: hiking enthusiasts could enjoy their fondue out-of-doors in an oversized cooking pot on a route created just for them. To this end, guests in some of the region's hotels could order a fondue set and carry it with them in an old-style backpack.

Porrentruy: the key to the secret

The castle and old town in the small city of Porrentruy harbour giant secrets, which have thus far remained hidden from visitors. Thanks to the new "Secret Circuit", splendid buildings and hidden courtyards can now be discovered, with an electronic key giving visitors access to Porrentruy's history. The "Secret Circuit" was developed by Porrentruy in conjunction with Enjoy Switzerland.

tunities. The Enjoy Switzerland initiative has been running for more than a decade, during which ST experts have accompanied more than 30 destinations.

The Enjoy Switzerland team promotes the exchange of knowledge in the area of product development and makes ST's broad know-how available to its project partners. In 2014, Enjoy Switzerland advised ten partners in different phases of their projects: the Glarus region, Gstaad, Porrentruy, Appenzellerland (AR), the Obergoms region, Bergell, Thal Nature Park, Schwyz, Vevey and Uri.

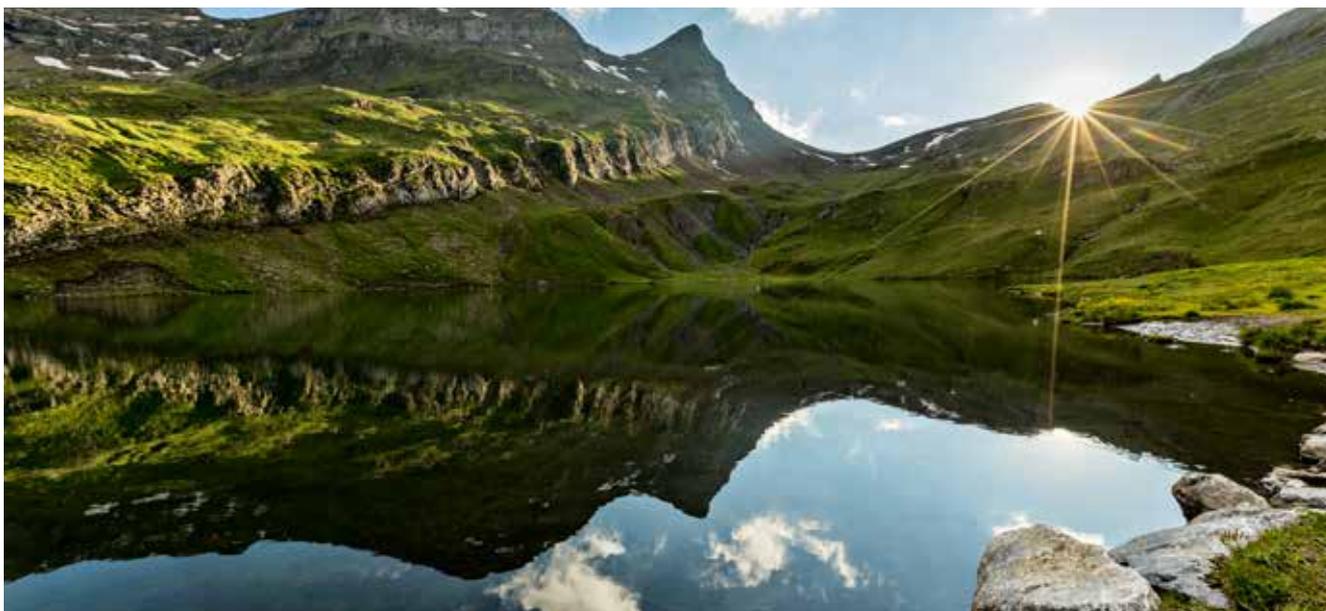
Distinguished hospitality.

PRIX BIENVENU now also for luxury city hotels

Encouraging the industry to deliver its best performance – ST, hotelleriesuisse, GastroSuisse, the Ecole hôtelière de Lausanne and the University of Bern awarded the PRIX BIENVENU for the second time to Switzerland's most hospitable hotels, at the 17th Switzerland Vacation Day in Lausanne. Coveted bronze "Bienvenu" figures were awarded in the categories of "Cosy leisure hotels", "Larger leisure hotels", "City hotels", "Luxury hotels" and "Luxury city hotels". The PRIX BIENVENU is based on online feedback from 100,000 guests and emphasises the importance of a visitor's personal impressions.



The winners of the PRIX BIENVENU: Marc Eichenberger, Grand Hotel Kronenhof, Pontresina; Stephanie Kochendörfer, Hotel Albris, Pontresina; Geraldine Dobby, Hotel Mandarin Oriental, Geneva; Chris van den Broeke, Zunfthaus zu Wirthen, Solothurn; and Thomas Stettler, Parkhotel Schoenegg, Grindelwald.



Bachalpsee, Grindelwald, Bernese Oberland

Federal Audit Office examines Switzerland Tourism.

From June to August 2014, the Swiss Federal Audit Office (FAO) audited the economics, compliance and traceability of the use of the financial resources made available to ST by the Confederation. This audit was carried out at the central headquarters in Zurich and at ST's London office. The last audit by the FAO took place in 2004.

The FAO report concluded that ST's activities are in compliance with the legal objectives and the 2012–2015 agreement with the Confederation. The report gives an overall positive evaluation of the use of the financial resources made available by the Confederation.

Recommendations for future optimisation

The FAO also made recommendations in its report for ways in which ST can improve its activities by conforming to the relevant regulations, above all in the areas of procurement and IT. ST was already implementing many of these recommendations independent of the report. Thus the FAO report noted that ST had taken immediate steps and already initiated well-structured procurement processes following the announcement of the subordi-

nation of the organisation under the Ordinance on Public Procurement (VöB) in September 2013. The recommendations in this report will help ST to attain total legal conformity.

“The Federal Audit Office gave ST a positive evaluation overall.”

Jean-François Roth, President Switzerland Tourism

ST will implement the FAO recommendations within the framework of its mandate as well as budgetary and resource restrictions. This will lead to a greater significance of the appropriate balance between a focus on administration and proximity to the market, so that ST remains a lean and market-effective organisation for its nearly 700 members.

The FAO report is available at www.efk.admin.ch



One of Europe's largest inland ports:
Chevroux, Vaud.



Marketing strategy.

ST marketing strategy: clear positioning.

To awaken global interest in Switzerland, ST offers clearly-structured, needs-oriented worlds of experience in its campaigns and theme products.

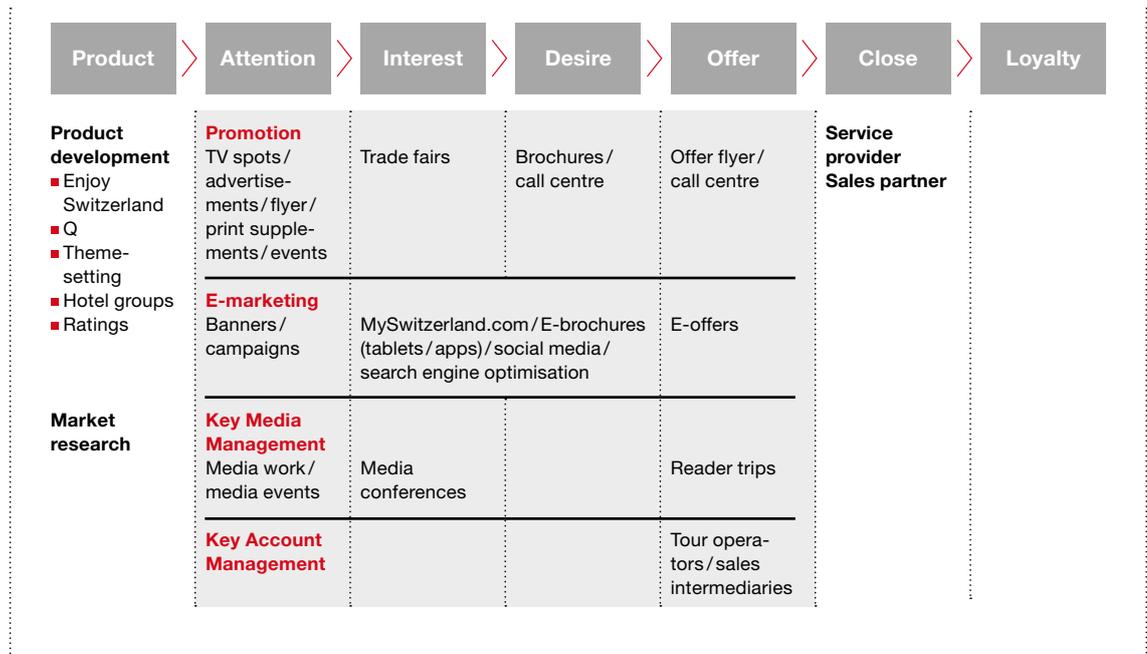
Attracting the attention of potential visitors is the industry's most valuable asset – and its greatest profit incentive. With the campaigns Summer, Winter, Cities and Meetings, as well as its theme

products, ST promotes global interest in Switzerland as a country for holidays, journeys and conferences.

Once the desire to travel has been awakened, ST guides direct interest to the best offers from tourism service providers, industry and sales partners. Marketing is thus of central importance, with clearly positioned hotel groups and non-hotel accommodation meeting guests' needs in the areas of Design & Lifestyle, Family Holidays, History, Luxury, Typically Swiss, Wellness and Conference Hotels.

Integrated marketing by ST.

Attention is precious. Winning it, converting it to sales and earning customers' loyalty is ST's core responsibility. To achieve this, ST uses the so-called "four-wheel drive" (see page 23), which allows a flexible, market-specific marketing mix.



Integration in ST marketing campaigns.

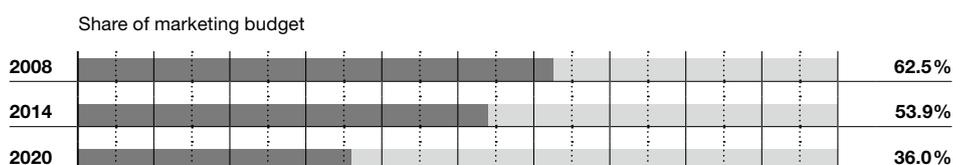


Budget allocation to the four elements of ST marketing.

ST's marketing model allows for the flexible implementation of different tools according to market requirements. Only the right mix will be rewarding and effective.

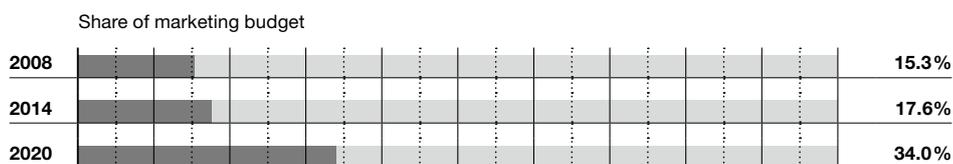
Promotion: stimulating interest

The promotion mix ranges from advertising to events and mailings. Print products aim primarily to make an emotional connection with the reader. Top-quality images stimulate curiosity; text is reduced to expert tips, omitting so-called "generic content". Readers are directed online for more detailed information.



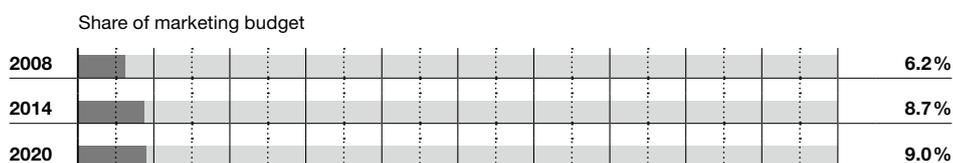
E-marketing: conducting dialogue

Global networks offer tremendous potential. ST is boosting communication by social media and meeting the growing demand for mobile information with the development of consumer-oriented apps. ST is also driving a shift from print brochures to multimedia platforms, especially iPad apps.



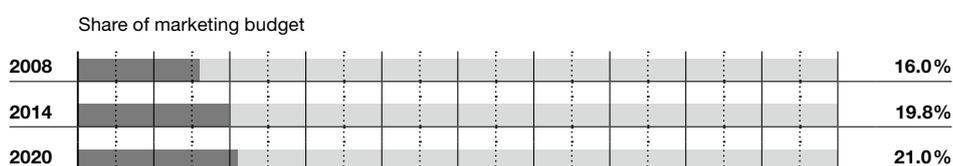
Key Media Management: helping the media

Editorial features are becoming ever shorter, journalists' time ever tighter. ST is countering this by providing individual, media-specific information, media trips and by communicating proactively via social media channels. Prompt responses to requests and a personal, professional approach with contacts remain top priorities.



Key Account Management: creating tours

As well as conducting shared marketing measures with Swiss and foreign tour operators, ST places special focus on developing attractive new theme routes and products. Since 2013 ST is coordinating collaboration with the most important tour operators worldwide centrally from its headquarters in Zurich.



The four key elements of integrated marketing.



Sebi and Paul also grabbed TV viewers in 2014.

Facts and figures.

Promotion		2014	2013
Advertising & marketing contacts *	bn	5.05	5.90
Brochures distributed **	m	35.67	34.13
High-value customer contacts ***	m	4.92	3.37

* Contacts resulting from paid advertising (banners, posters, TV ads, events, etc.)

** Proactive distribution of advertising material (inserts, flyers, etc.)

*** Number of E-newsletter subscribers, contacts via the call centre (phone calls, emails, letters), brochure requests and downloads, travellers booking at STC/MySwitzerland.com, respondents via MySwitzerland.com, STC and tour operators, app downloads, feedback/likes on Facebook, followers on Twitter

Just find and book: the "Best Swiss Hotels" app.



Facts and figures.

E-marketing		2014	2013
Web visits per day *		74,098	71,873 **
Web visits per year *	m	27.05	26.23 **
Languages		16	16
Hotels		2,260	2,111
Holiday apartments		23,691	24,290
Partner websites		61	68
E-CRM partners		32	27
Newsletter subscribers		743,601	685,215
Newsletters sent	m	11.61	9.59
Mobile app downloads	m	2.23	1.91
Social media contacts	m	2.01	947,451

* WEMF-certified; ** Including impulse programme (until April 2013)

Promotion.

Charming TV ads with the ST celebrities Sebi and Paul, classic advertisements, exclusive special offers, surprising live campaigns and trade-fair appearances: ST uses every kind of promotion to market the contrasts of Switzerland worldwide.

For example, the summer magazine: a spectacular panorama thanks to new technology

The ST summer magazine inspired its readers with gripping stories on the topic of "Views", with breathtaking photos by the artist Yann Arthus-Bertrand, as well as more magnificent panoramic pictures. Thanks to augmented reality technology, some images became spectacular 360° panoramas with the aid of the "Swiss Extend" app. ST distributed 500,000 copies of the magazine worldwide.

E-marketing.

ST continues to expand its digital communication: in addition to a substantial web presence and strong social media platforms, it also scored in the online world with its apps.

For example, accommodation marketing: ST's "Best Swiss Hotels" app

People are increasingly searching for and booking accommodation on mobile devices. ST is meeting this need with innovative apps for mobile devices, integrating over 400 hotels of all varieties in its app "Best Swiss Hotels". In it users can find the hotel that suits them and book it directly using the app. ST's new way of marketing accommodation won an award at Best of Swiss App (see page 48).

Key media management (KMM).

One of ST's most important roles is working with those who shape public opinion. ST helps the media with research, promotes campaign themes and organises media trips and conferences.

For example, national park: communicating "wilderness" globally

Under the slogan "100 years of pure wilderness", the Swiss National Park (SNP) celebrated its centenary with numerous attractions and package deals. ST promoted the centenary of the alpine region's oldest national park through global communication actions. In Switzerland, ST organised a joint media conference with SNP and the Swiss Parks Network, and produced a newspaper insert which reached around 766,000 readers.



The Swiss National Park enthusiastically celebrated its centenary.

Facts and figures.

Key Media Management		2014	2013
Media contacts	bn	10.49	10.28
Media reports generated		14,080	13,790
Participants on ST media trips		2,058	2,045
Media conferences		115	93
Top media results*		1,638	–

* Positive media reports with prominent placing, images and tourist content, which appear in a key medium (from 2014)

Key account management (KAM).

Since visitors from longhaul markets mostly book through travel agencies, ST works intensively with leading tour operators, pushing Switzerland's presence in brochures and running informative workshops.

For example, Latin America: bringing the best closer to our best customers

Working closely together, ST took Latin America's 50 most important tour operators across Switzerland over six days. They were the best customers of Europamundo, the leading global tour operator in Latin America, which held its annual conference in Zurich. ST thereby gained access to the relevant decision makers and expects almost 10% increase in hotel overnights in 2015.



Well organised:
Luis García, CEO
Europamundo;
Sandra Babey, ST
Spain; and Adrien
Genier, ST Brazil.

Facts and figures.

Key Account Management		2014	2013
KAM-generated overnights	m	4.42	4.61
Tourism turnover*	CHF bn	1.14	1.20

* KAM-generated overnights multiplied by the daily spending for the relevant country



A spectacular view of the Matterhorn:
Allalinhorn in Saas-Almagell, Valais.



Campaigns.

Cities.

Much-loved Swiss “boutique towns”.

In the heart of world-class art and culture, closely surrounded by nature, in front of a beautiful backdrop – and all within walking distance: ST is betting on Swiss cities’ trump cards.

Using the guiding theme of “boutique towns”, ST emphasised the richness of experiences available in Switzerland’s manageable, stress-free cities, which lie very close to some of the best of the country’s landscapes. The Cities campaign ran globally, with special emphasis on Germany, France, Italy, Spain and the UK. ST also adopted the year’s theme of “Views” for the Cities campaign, highlighting the beautiful vistas from towers, rooftop bars and lakefronts.

ST showcased its A-partner cities* in high-quality printed material with a run of over two million copies, offering tips for the perfect weekend in every city. ST also presented all 23 partner cities and their highlights in an E-brochure and on MySwitzerland.com.

* Basel, Bern, Geneva, Lausanne, Lucerne, Lugano, St.Gallen, Winterthur, Zurich

Cities

“Swiss cities are boutique towns. Tidy old towns with a feel-good character invite you to linger. Visitors find themselves amidst world-class art and culture, within easy reach of water or nearby mountains.”

Core content

- **high density of experience:**
art, culture, gastronomy and shopping
- **close together:**
stress-free, manageable
- **gateway to nature:**
just a short distance from the spectacular Swiss countryside

Partners

- **Swiss Cities**
- **A+ (Basel, Bern, Geneva, Lausanne, Lucerne, Lugano and Zurich)**

Facts and figures.

Cities		2014	2013
Budget	CHF m	10.1	8.5
Share of total budget	%	10.6	8.9
Target markets	BE, CH, DE, ES, FR, IT, RU, UK, US (with CA)		
Brochures distributed	m	9.9	5.9
Participants on ST media trips		369	332
Media conferences (home and abroad)		36	26
Media contacts (readers, viewers, listeners)	bn	2.09	2.13

Main partners of the Cities campaign:





ST advertised its popular “SuissePocket” app on buses in Paris.



Popular “SuissePocket” app.

As part of their A+ Cities campaign, ST launched their “SuissePocket” app in France, and its success increased interest in Swiss boutique towns. In the app, 40 young ambassadors offer tips for their cities, including less well-known insider knowledge. A promotion with TGV Lyria led to the sale of an additional 1,500 train tickets. The campaign generated 86.9 million media contacts and the app was downloaded 17,600 times.



86,863,000

Campaign views

The “SuissePocket” app to accompany the A+ campaign was downloaded 17,600 times. The campaign itself received over 86.9 million views.



Photographers and bloggers on tour.

Cameras at the ready, brandishing their pens, seven Korean bloggers and photographers visited Switzerland. In conjunction with Korean partners Sony and Lonely Planet Korea, ST invited them on a one-week tour through Switzerland as part of an integrated marketing campaign. The campaign generated 125,000 media contacts.



Focusing on urban culture: ST at the Leipzig Book Fair.



The host country at the Leipzig Book Fair.

With 175,000 visitors, the Leipzig Book Fair is the largest public fair of its kind in German-speaking countries and it presented Switzerland as a focus country. ST introduced Switzerland as a holiday destination for cultural visitors, focusing on cities and their cultural activities. Its presence was accompanied by media trips on the topic of “Literature in Switzerland”. The result was 26.7 million media contacts.



Putting them in the picture: Korean bloggers in St.Gallen's Abbey Library.

Meetings.

Switzerland as an international meeting point.

The meetings sector remains a central pillar: almost one in five hotel overnights is related to a meeting. The Switzerland Meetings Report 2014 attests to the competitiveness of this sector.

Through the Switzerland Meetings Report 2014, published by the Switzerland Convention & Incentive Bureau (SCIB), it is possible for the first time to see how Switzerland has developed as a location for meetings over the last three years. Switzerland has proven itself to be extremely competitive in this sector. Gratifyingly, the report showed an increase in business meetings – especially in rural areas.

The SCIB comprises 22 ST specialists worldwide, who market Switzerland as a venue for meetings. In doing so, they focus on the acquisition of multi-day events from foreign firms and international associations. In 2014, SCIB celebrated its 50th anniversary.

Meetings

“Switzerland stands for sustainable and perfectly organised meetings with uniquely spectacular views, every inch of space packed with experiences.”

Core content

- added values and services
- supporting programmes and activities
- centres of knowledge
- conference centres
- conference hotels
- transport / accessibility
- SCIB 50th anniversary

Partner

- SCIB members



“The meetings sector remains a linchpin of the tourist off-season.”

Jürg Schmid, CEO Switzerland Tourism

Facts and figures.

Meetings		2014	2013
Budget	CHF m	7.7	6.5
Share of total budget	%	8.1	6.8
Tourism revenue	CHF m	67.0	56.0
Visits to MySwitzerland.com/meetings		263,157	284,300
KAM-generated overnights		201,170	167,830
Number of meetings, events & conferences		759	714
Number of quotation requests processed by SCIB		1,456	1,388

The sound of money: meeting planners attending a "coin rolling" in Appenzell.



International

Successful Asia Trophy.

SCIB strengthened its relationship to the Kuoni Group Travel Experts Asia (KGTE) and its top clients. Incentive travel agents from Southeast Asia, China and India were invited to a four-day "Asia Trophy" trip around Switzerland, in order to attract more meetings and incentives from Asia. The project was a marked success, generating over 26,000 directly influenced overnights and revenue of approximately CHF 9 million.



New staff for SCIB.

Since January 2014 SCIB has had representation in Singapore. The increasing number of overnights and the high growth potential in Southeast Asia encouraged SCIB to take this step, in order to attract more meetings and incentives from the region. SCIB Singapore has already received 61 enquiries, which led to 18,000 overnights. This represents revenue of nearly CHF 6 million.



Roadshow opens its doors.

In Russia, SCIB invited the representatives of seven partners to roadshows in Moscow and St. Petersburg in order to present the ST annual theme "Views" for the meetings sector. 163 agencies and corporate meeting planners, as well as 23 media representatives, took part in networking events. SCIB gained 36% more enquiries than in the previous year.



The participants at the networking event in Moscow are discussing Switzerland's potential for meetings and incentive travel.



The world's very first convention bureau was established in Switzerland.

International

SCIB turns 50.

50 years ago, Switzerland founded the world's first national convention bureau. This "Association of Swiss Conference Venues" has developed into today's Switzerland Convention & Incentive Bureau (SCIB). With a presence in 12 countries SCIB has contributed significantly to Switzerland's success as a conference destination. ST launched an integrated campaign in the UK to celebrate the SCIB's 50th anniversary. Among other activities, they created a brochure with 50 tips for meeting and incentive trips to Switzerland as an insert for the British meetings industry magazine "M&IT".

Summer.

Flying high with the best views.

The summer campaign ensured fresh perspectives: ST presented fantastic alpine panoramas and surprising urban vistas within the guiding theme of “Views”.

Airy trips in cable cars, eventful excursions in panorama trains and spectacular urban views – ST highlighted the grandest vistas and shone the spotlight on the most beautiful peaks and lookout spots. In a TV ad, our heroes Sebi and Paul showed with a wink that they can be effortlessly reached by all, thanks to our mountain railways.

ST relied on all the elements of integrated marketing, and together with UBS as a presenting partner, produced the brochure “The 100 Finest Views”. In addition, ST developed the E-brochure “Swiss Summer” and the Summer magazine “mySwitzerland”. The summer campaign generated 4.6 billion media contacts worldwide and 2.8 million hotel overnights.

Summer

“Our mountain trips are spectacular, taking you way up high, where the air is clear, the views inspiring and the moments moving.”

Core content

- outdoor (hiking, cycling, mountain biking)
- cable cars
- nature parks/ecotourism
- hotels with a view
- cities

Partners

- regions
- destinations
- Swiss Parks
- SwitzerlandMobility

Facts and figures.

Summer		2014	2013
Budget	CHF m	43.6	36.8
Share of total budget	%	45.9	38.6
Target markets		worldwide	worldwide
Brochures distributed	m	20.0	23.0
Visits to MySwitzerland.com	m	13.4*	13.0*
Participants on ST media trips		966	896
Media contacts (readers, viewers, listeners)	bn	4.6	3.9
KAM-generated overnights	m	2.8	2.9

* Including Cities campaign content

Tourism partners of the Summer campaign:



Switzerland from above: the Yann Arthus-Bertrand exhibition in Paris.



Heavenly images.

The world-famous French photographer Yann Arthus-Bertrand captured the most beautiful Swiss landscapes for ST, and presented them at the exhibition “Switzerland From Above” in Paris. Thanks to Arthus-Bertrand’s imagery, ST generated 39.6 million media contacts in France and neighbouring Switzerland. His pictures were also exhibited at events in other countries, including Russia and the US.

www.switzerlandfromabove.com

Captivated by Switzerland: China’s popular “Photographic Travel Magazine”.



A picture-perfect country.

In its October issue, China’s popular “Photographic Travel Magazine” presented 58 pages of the best views of Switzerland. ST invited three journalists, two camera operators, two photographers and a renowned Chinese musician and director on a media trip for this purpose. The magazine has a circulation of 380,000 and its app had been downloaded 120,000 times by the end of the year.



Woolly ambassadors: Zermatt blacknose sheep.

International

Travel journalists from all over the world.

At the Matterhorn, the Aletsch Glacier and Monte San Salvatore 137 travel journalists from 33 countries were able to experience numerous panoramic landscapes and cities. ST invited them as part of an international media trip, guiding them through various Swiss tourist regions over the course of a week. Their media reports can be considered equivalent to around CHF 5 million worth of advertising.



An opulent in-flight magazine.

Passengers on Air Canada who read the inflight magazine “Brighter Getaways” or used the inflight entertainment had access to the most beautiful Swiss views. ST promoted Switzerland’s offerings with an integrated marketing campaign, generating 1.7 million contacts with Air Canada’s global network.



The vineyards of Lavaux, Lake Geneva Region: the cover of Air Canada’s inflight magazine.



Celebrity cook Juna at a farmhouse in Seegräben ZH.



A Swiss banquet for eight million people.

In May, the celebrated Indonesian TV chef Juna travelled through Switzerland with ST. Along the way, he cooked local Swiss dishes for his show “Arjuna” on Global TV. This was the first time ST partnered an Indonesian TV show for a large-scale tourism project. Juna’s team filmed 28 episodes in Switzerland, reaching an audience of eight million people.



Close cooperation with ST: special issues on Switzerland in Polish and Austrian magazines.



Switzerland special issue.

Poland’s “National Geographic Traveler” published a special issue on Switzerland for the first time. The renowned travel magazine, with a readership of 480,000, devoted 132 pages to Switzerland – and its publishers, Burda, also promoted Switzerland in some of their other titles, with a circulation of two million. Switzerland was also the main topic in “Auto Touring Extra”, a magazine from the Austrian Automobile Association (ÖAMTC). ST generated 500,000 media contacts in Austria.



The Coop paper delivers: ST’s summer special.



Coop brochure boosts overnights.

In conjunction with ST, Coop produced a joint summer insert with 75 accommodation deals over 70 pages. They covered all of rural and alpine Switzerland, and also featured excursion tips from experts. Coop proved to be an ideal partner: the Coop paper reaches nearly two-thirds of all Swiss households, with 2.7 million copies and 3.6 million readers. This summer insert generated over 18,000 overnights, 6,000 more than in the previous year.



ST posters in Shinjuku train station: it holds the world record for the most passengers.



Switzerland and Japan: many reasons to celebrate.

Switzerland and Japan celebrated the 150th anniversary of diplomatic relations in 2014. The Rhaetian Railway and the Japanese Hakone Tozan Railway (HTT) also celebrated their 35th anniversary as partners. HTT is part of Odakyu Hakone Holding in Tokyo, which in conjunction with ST advertised Switzerland through its channels in a wide-reaching campaign. ST Japan attracted 50,000 visitors to a Switzerland Fair, generating 100 million contacts via advertising posters and 23 million contacts through newspaper advertisements.



The best advertisement for Switzerland: Arabic TV stars in Lucerne.

Gulf states

Lucerne as an enticing backdrop.

Rotana TV's Saudi soap opera is a perennial favourite in the Gulf region, with 450 million viewers. ST scored a coup by inviting the production team to Lucerne. They filmed thirty 45-minute episodes on Lake Lucerne. This resulted in a very positive spike in overnights from the Gulf states, with 2014 seeing an increase of 23.7 %.



First MICE workshop.

In conjunction with SCIB and the Polish Association of MICE Organisers, ST Poland invited five partners and around 28 participants from the MICE sector to a workshop in Warsaw, in order to present the advantages of Switzerland as a conference venue. This workshop, the first of its kind, met with high demand: ST sold around 1,000 additional hotel overnights.



On track: the "Swiss Made Challenge" was well-received in India.



Young Indians conquer Switzerland.

Good-looking, entertaining and keen for adventure: that describes the seven winners of a contest on the Indian lifestyle channel NDTV Good Times. They qualified from a pool of 76,000 hopefuls for the reality show "Swiss Made Challenge". ST organised their trip, complete with bungy jumping, raft building and abseiling down a glacier crevasse. 410 million viewers followed their adventures. Twitter recorded 372,000 interactions; Facebook over 1.2 million.



In Hong Kong they're discovering cycling – with Switzerland's help.



Tour de Suisse for Hong Kong Chinese.

Outdoor activities are becoming more and more popular in Hong Kong. Having introduced its customers to hiking as part of a group trip, a local tour operator asked ST Hong Kong to present the idea of a cycling experience as well. 150 cycling enthusiasts kicked off the series, riding their own bikes through Switzerland and generating 805 overnights. ST reached an addition 4.6 million media contacts with this promotion of cycling tours.

Winter.

Switzerland – The Original Winter.

ST celebrated its 150th anniversary with the motto “Switzerland – The Original Winter. Since 1864.” This put snowy winter experiences and nostalgic charm into the global spotlight.

In autumn 1864, the St. Moritz hotelier Johannes Badrutt made a legendary bet to try and convince his English guests of the virtues of the Swiss winter. The guests were not disappointed and stayed until Easter. They returned home tanned and told “half of England” about their holidays. Winter tourism was born.

ST pulled out all the stops in marketing this 150th anniversary with a range of initiatives including the “mySwitzerland” winter holiday magazine, the “150 years of Swiss winter holidays” brochure with UBS, and a TV ad with Sebi and Paul. ST also invited 663 journalists to Switzerland, held 38 media conferences and generated 1.9 billion media contacts.

Hiver

“Switzerland is the original destination for active, snowy winter adventures – with the warmth of an open fire.”

Core content

- **topography:**
genuine, snow-white winter adventures with a high degree of relaxation
- **brand and innovation:**
Swissness, authenticity & convenience
- **pioneer spirit, tradition and history:**
mountain railways, winter sport schools, variety of winter sports

Partners

- **regions**
- **destinations**
- **Swiss Snowsports**
- **Snow Users’ Association**



Facts and figures.

Winter		2014	2013
Budget	CHF m	24.3	18.4*
Share of total budget	%	25.6	19.3
Target markets		worldwide	worldwide
Brochures distributed	m	15.0	19.0
Visits to MySwitzerland.com	m	13.7**	13.2**
Participants on ST media trips		663	640
Media contacts (readers, viewers, listeners)	bn	1.9	3.3
KAM-generated overnights	m	1.3	1.3

* Including impulse programme (until April 2013); ** Including Cities campaign content

Tourism partners for the Winter campaign:



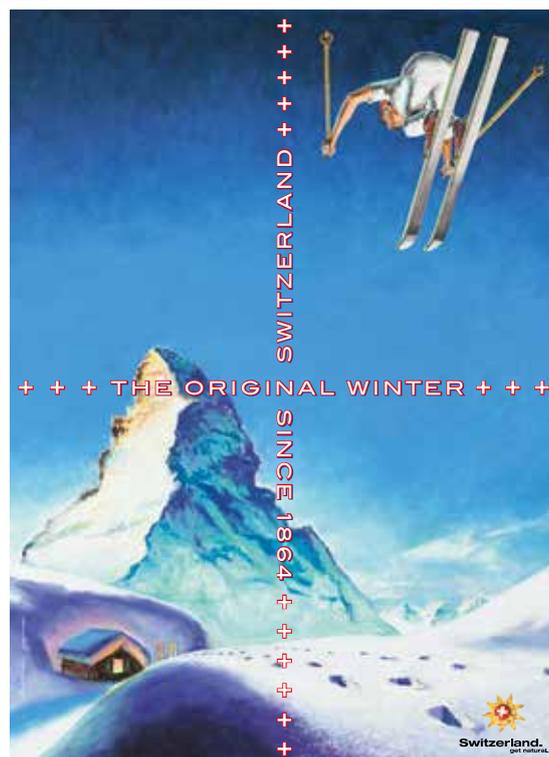


Federal Councillor Johann Schneider-Ammann at a VIP event at Jelmoli.



Major winter promotion in Jelmoli.

ST and the exclusive Zurich department store Jelmoli celebrated winter with a three-week special promotion, including exclusive evening events. Various ST partners were involved, running presentations for visitors. ST also distributed 13,300 brochures and 20,000 postcard sets. Jelmoli also marked the anniversary in their own winter magazine, which has a run of 124,000 copies and reaches a readership of 310,000. Jelmoli received 400,000 customers over the three weeks.



Totally retro: the anniversary poster by Matthias Gnehm.

International

Homage to history: Gnehm's anniversary poster.

The Zurich illustrator Matthias Gnehm's anniversary poster enjoyed special significance in the campaign. His homage to classic tourism posters shows a skier in front of a snow-white landscape with an imposing mountain backdrop. The 70-page ST winter magazine, with its retro-styled cover showing a graceful figure skater, invited readers to delve into the past and draw inspiration for holidaying in the Swiss winter.



The first STMS led to 125,000 additional overnights.

International

B2B premiere in St. Moritz.

In order to position the Swiss winter early for new markets, ST organised the first "Snow Travel Mart Switzerland" (STMS) in St. Moritz in March. The results were positive: ST brought together Swiss tourism providers with 180 buyers from 44 countries, 26% of them from strategic growth markets. Thanks to STMS, around 125,000 additional hotel overnights were sold, which represents revenue of approximately CHF 31 million.



Nostalgia in Britain – where it all began.

The first winter visitors to Switzerland came from the UK, and ST's anniversary winter campaign in Britain was correspondingly high-profile, with a "Monocle" special (see next page) and cooperation with the Ski Club of Great Britain, including promotion through all club channels, as well as an exclusive touch of nostalgia in the 43 branches of the John Lewis chain. In addition ST invited 200 guests from the media, business and tourism to an exclusive evening in London. These activities resulted in 34 million media contacts.

International

A cheerful trip through time with Sebi and Paul.

Sebi and Paul, ST's likeable heroes, took a trip through time in 2014. In the winter TV ad, we find them in 1864, giving their own light-hearted version of how Swiss winter tourism all began.



115,850,894

Ad views

The ad "Switzerland – The Original Winter" reached 115.85 million viewers through YouTube and television until the end of February 2015.

Map and overview

— Even though winter tourism has been around for 150 years, Switzerland still has the most to offer when it comes to winter resorts. From Zermatt to St Moritz, the snow conditions, infrastructure, food and hospitality are second to none.

The year 1964 carries its small significance in Switzerland's colorful history. Exactly 150 years ago (so the legend goes), the notion of a winter-tourism season was born in the farming village of St. Moritz, when a hobbyist by the name of Johannes Badrut bet on the strength of the mountainous region's winter offering. The country has never looked back.

Switzerland has had time to perfect its winter resorts but, in typical Swiss style, hasn't been resting on its laurels. There is no better place to experience tradition and heritage alongside innovation and modern efficiency. Transport between cities and ski resorts is smooth and easy while infrastructure within resorts is unparalleled, from efficient ski lifts to speedy funiculars.

A tradition of excellence in customer service dating back to the 18th century lives on in the exceptional hotels, restaurants and après-ski venues.

*** If it's not only Swiss alpine that can be relied upon, the country's weather is also impressively dependable.

Essential opportunities

1. Take UNESCO World Heritage trails and the Glacier Express train Chair to the most beautiful view of Europe.
2. Soak in a luxurious steam bath or relax in a champagne restaurant and let the time melt away.
3. Go to the Green bar at the Chesa hotel (see page 77) in Geneva and get away from the bustle of the Metropole.
4. Meet famous alpine and Olympic athletes who will help you in a spirit of the mountains and valleys.
5. Stay at the Chesa Grotto in Klosters and get traditional Swiss fare in the restaurant.

SWITZERLAND TOURISM • MONOCLE

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Switzerland travel guide

Praise for Switzerland: winter insert in "Monocle".

International

Stylish travel guide in the cult magazine "Monocle".

Husky tours in Verbier, wellness in Adelboden, train experiences on the Bernina Express – lifestyle guru Tyler Brülé's international magazine "Monocle" inspired 200,000 readers with their high-class "Switzerland Travel Guide", an editorially created insert devoted to the Swiss winter.



Thrills on the summit: cooperation with Warren Miller.

Legendary Californian producer and director of spectacular skiing and snowboarding films Warren Miller included sensational Swiss imagery in his most recent work "No Turning Back". Through ST's efforts, Swiss landscapes, as well as our partners SWISS and Mammut, are present in ten of the film's 90 minutes. Thanks to integrated marketing ST was able to strengthen the US image of Switzerland as a preferred winter destination to an audience of around 150,000.

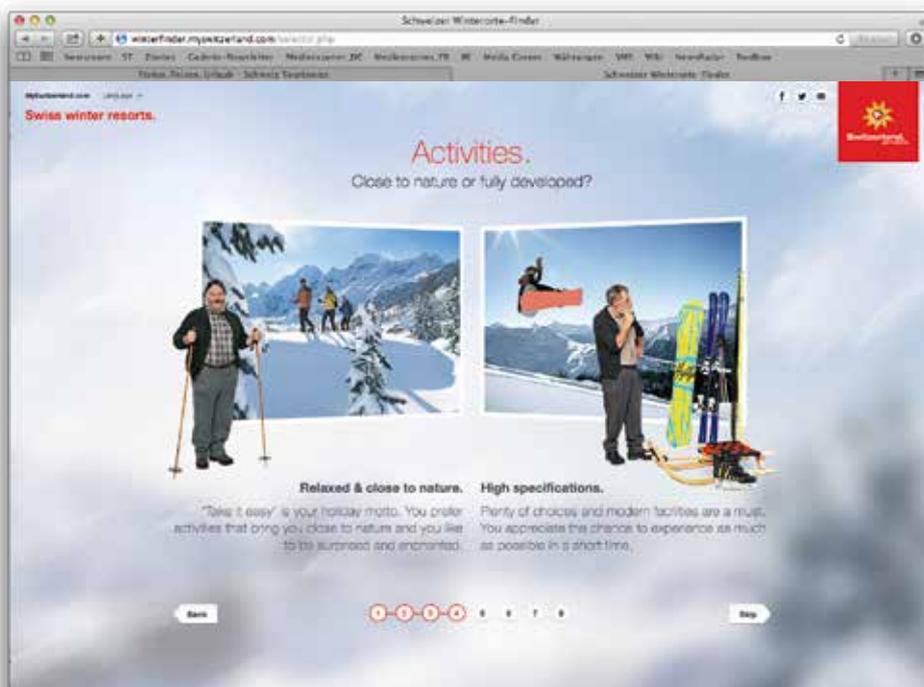


Winter workshop in The Hague's Koninklijke Schouwburg.



Winter's regal onset.

The Hague's Koninklijke Schouwburg was the perfect spot in the Netherlands for ST to herald the start of winter. To celebrate the winter anniversary, and the arrival of a new Swiss ambassador in The Hague, ST and the Swiss Embassy invited over a hundred guests to a VIP event. 20 trade partners and 50 representatives from the media and business took part in a winter workshop.



A new favourite place is just a few clicks away: ST's winter resort finder.

International

A digital short-cut to the perfect winter resort.

What do you like? The new winter resort finder at MySwitzerland.com/winter gives winter visitors what they're looking for. An interactive search engine playfully puts together a profile of the user's desires, matching the guest to the perfect resort, whether modern or rustic, tranquil or lively. It includes information on the location and booking opportunities. The site has been visited 132,500 times.



Tremendous pleasure: Italian reporters in Zermatt.



Glamorous Italian adventure show.

"Donnavventura" is a popular Italian TV show in a multi-media format, in which its young reporters travel the world. ST shared a six-month marketing project with "Donnavventura", which involved a substantial media and social media presence. ST accompanied the reporting team during shooting in Switzerland, where two episodes were filmed. ST generated 14.6 million media and online contacts.



Switzerland is considered a snowboarder's paradise in South Korea.



Korean snowboard pros enthused.

Four famous pro snowboarders from South Korea visited Zermatt and Saas-Fee with their film crew. ST helped them make inspiring films to enthuse Koreans about the Swiss winter world and to teach the ABC of winter sports. The films were distributed via YouTube and social media, generating almost 75,000 contacts.

Themed campaigns.

Panoramic trips: picking up the pace.

ST brought famous Swiss panoramic routes to life – to be enjoyed from the comfort of your own armchair.

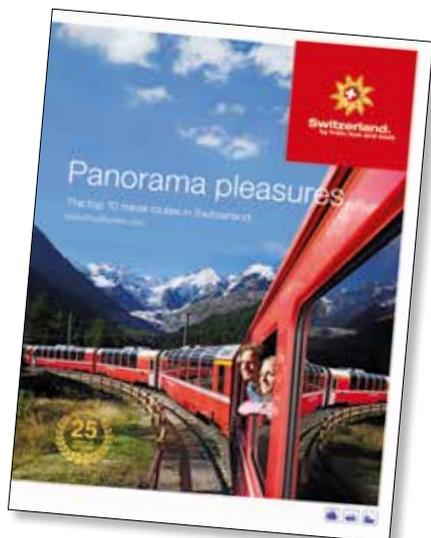
In close partnership with Swiss Travel System (STS), ST launched the themed campaign “Panorama pleasures”: ten of the most beautiful routes to be enjoyed by train, bus and boat. The interactive

panoramic trips on MySwitzerland.com offer a special experience, designed to inspire users to experience the route in real life.

In addition to panoramic trips, the two themed campaigns “Outdoor. Swiss made.” and Families were key in 2014. ST presented the entire outdoor experience and Switzerland as a family destination in its marketing mix, also showcasing natural and cultural tips together alongside WWF Switzerland in “Ecotourism”.

Facts and figures.

Themed campaign Families		2014	2013
Budget	CHF m	0.5	0.8
Share of total budget	%	0.5	0.8
Target markets	CH, BE, GCC, IT, NL	CH, BE, DE, IT, NL	
Brochures distributed	m	0.2	0.45
Visits to MySwitzerland.com	m	0.5	0.56
iApp downloads		27,000	70,000
Themed campaign Outdoor. Swiss made.			
KAM-generated overnights	CHF m	0.6	0.6
Share of total budget	%	0.6	0.6
Target markets	CH, DE, IT, ES, NL, UK	CH, DE, IT, ES	
Brochures distributed	m	0.34	0.44
Visits to MySwitzerland.com	m	0.1	0.18



Atmospheric: the brochure presenting the unique Swiss rail network.

International

Setting off on spectacular train trips.

Four virtual panoramic train trips from ST offered a small taste of “real” trips. Online trips on MySwitzerland.com took users all across Switzerland, letting them discover highlights along the route with videos and 360-degree panoramas. These microsites have generated 90,000 page views in 2014. ST and STS stoked anticipation still further with the brochure “Panorama pleasures”, with a print run of 145,000 copies.

MySwitzerland.com/panorama



For the environment's sake: WWF and ST promoted holidays in Switzerland.



200 ideas for holidaying at home.

A new collaboration between ST and WWF Switzerland encouraged people to discover Switzerland – and at the same time take care of the environment. They presented around 200 ideas for holidays and excursions close to nature at MySwitzerland.com/ecotourism (which had 60,000 page views), including ten recommended trips that were a particularly close fit with the requirements of sustainable tourism. WWF Switzerland adopted these for their “Stay at home” initiative, a campaign of theirs to encourage domestic tourism.



Captivated by trains: the documentary was very well received.

North America

Back on track:

Switzerland as a land of trains.

A brilliantly produced documentary for US public television offered an hour of Swissness and a feast for the eyes with Swiss railways, showing off panoramic trains, historic trains and the most beautiful views. “Real Rail Adventures: Switzerland” was made by ST (in collaboration with a TV production company), STS and Rail Europe. The TV broadcast reached an audience of approximately 12 million.



The Czech magazine “Cykloturistika” drew cyclists to the Swiss mountains.



Experience Graubünden by bike.

The Czech cycling industry magazine “Cykloturistika” depicted Graubünden’s most beautiful bike tours in a ten-page title story. It appeared in a run of 14,500 copies. ST and its partner Graubünden Tourism reached a readership of over 36,000, offering tips and suggestions for Czech cyclists.



The largest waterfall in Europe:
the Rhine Falls near Schaffhausen,
Eastern Switzerland/Liechtenstein.



Focus.

The guest's opinion as the basis of all marketing.

ST tapped into valuable market intelligence with the Tourism Monitor Switzerland (TMS), the country's largest visitor survey. In the 2013 tourist year, ST surveyed 13,924 overnight tourists from the leisure sector, representing over 100 source markets in 180 Swiss tourist destinations.

The TMS investigates the preferences and behaviours of tourists, tapping into market intelligence. It provides the basis for decision-making in the strategic and operative marketing of ST – including the positioning and differentiation of Switzerland as a tourist destination by means of its image, the needs of visitors, tourist strengths and competitive advantages.

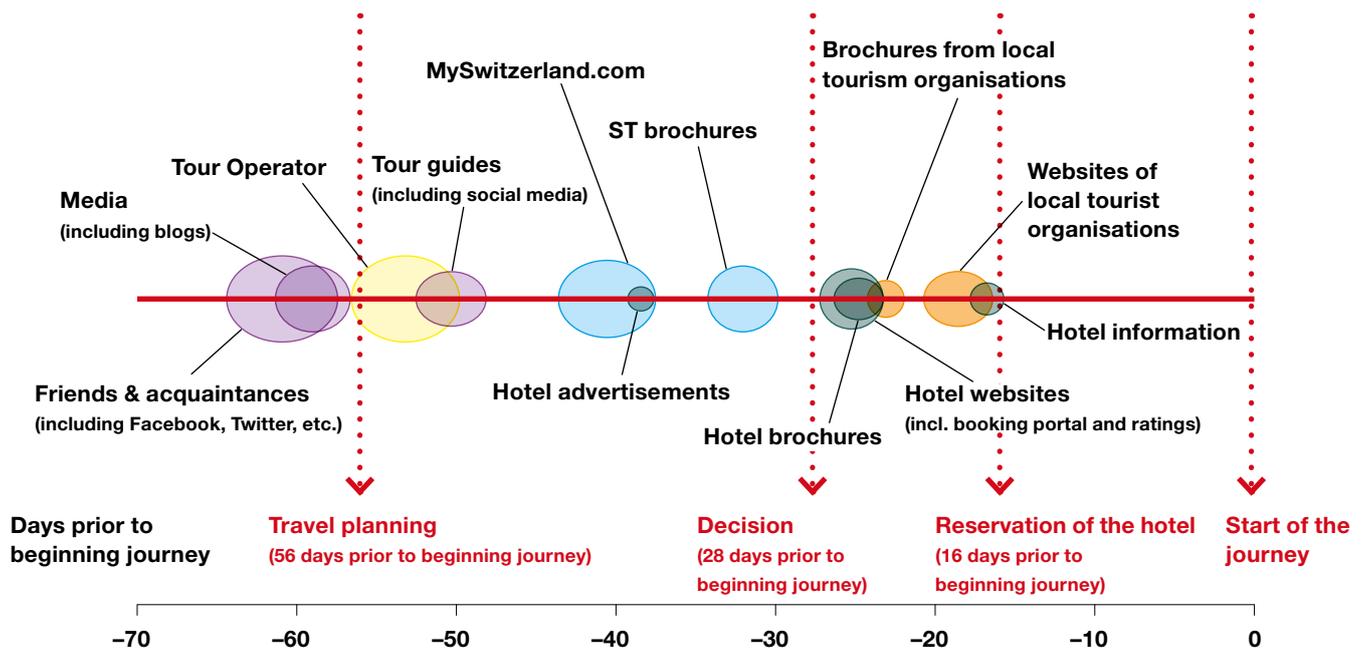
Individually produced online reports from market research data

In order to exploit this wealth of visitor feedback effectively, approximately 3.9 million individual data points were entered into an interactive online database. By means of 200 filtering, segmenting and benchmarking variables, numerous individualised analyses can be generated.

A sample analysis of the trip-planning process

As an illustrative example, a TMS analysis of the trip-planning process of European hotel guests delivered the following insights: on average, planning begins 56 days before departure and is typically inspired by neutral sources of information such as friends and acquaintances, the media and guidebooks. ST's platforms and publications are used in particular during decision-making about the trip. Up to the point of booking hotels, i.e. an average of 16 days before departure, accommodation and the local tourism organisation are key communication channels.

This is how European hotel guests inform themselves.



Source: TMS 2013 (Summer); hotel guests from principal European markets (CH, DE, NL, BeNeLux, UK, FR, IT). The values shown are median values, i.e. 50% of guests plan, decide and/or book earlier, and 50% later.

Proven efficacy of ST's global marketing.

Scientifically proven and internationally recognised

In 2007, ST proved the efficacy of its global marketing by using a scientifically recognised measure¹ for the first time. According to an international assessment², this constitutes the most fully developed measurement of a national tourism organisation. ST proved its efficiency and efficacy for the third time, based on the current TMS results from 2013.

Results

ST continues to influence every sixth night in Swiss hotel and non-hotel accommodation. For the 2013 tourism year, this represented 11.1 million overnights (16%) and revenue of CHF 1.97 billion.

ST chain of effects 2013.



¹ Laesser, Christian (2007): Gutachten über das neue Wirkungsmessungskonzept von Schweiz Tourismus, inklusive einer Validierung der Beitragsanteile von Schweiz Tourismus an unterschiedlichen Kommunikationsinstrumenten.

² Laesser, Christian (2013): Evaluation der Methodik des Wirkungsmessungskonzepts von Schweiz Tourismus.

Sources only available in German.

Three questions for Christian Huser, Head of Market Research ST.



Can you briefly explain ST's efficacy measure?

Using the TMS visitor survey, tourists are asked which information sources triggered their travel decisions, and how much they spent on their holiday. It also investigates

how strongly ST is involved in each of the 28 sources polled, for example guidebooks or brochures. By connecting these three data-points mathematically, you can see the percentage of overnights influenced by ST, as well as its percentage of the revenue.

How is the validity of the results guaranteed?

The data pool is representative and the measurement model is logically consistent. The model's validity has been recognised by a scientific assessment¹, and ultimately its reliability is demonstrated

by the fact that the percentage of overnights influenced by ST only varies slightly from measure to measure.

What does a tourist service provider's optimum communication mix look like?

In general, online promotion has double the impact of paper brochures. Ultimately, however, the optimum communication mix will vary greatly according to guest origin, percentage of regular guests and of course the financial resources of the tourist service provider.

“Online promotion has double the impact of paper brochures.”

Christian Huser, Head of Market Research ST

Two questions for Jörg Peter Krebs, Director ST Germany, Central & Eastern Europe.



What are the consequences of the SNB decision?

It's meant we are directing our marketing activities even more closely at our target groups – women, as important decision-makers about holidays, and Best Agers – while turning away from generic image advertising. Emotive pictures, strong stories and good offers are our top marketing priorities.

What are the chances of convincing Germans to holiday in Switzerland now?

The fact is we are going to have to fight more and more for every single visitor – which is exactly why in the future only a focused, coordinated and united approach with our partners will create chances to retain regular German visitors and gain new ones.

“A coordinated approach with our partners is crucial.”

Jörg Peter Krebs, Director ST Germany, Central & Eastern Europe



Honorary guest Denise Biellmann and Jörg Peter Krebs, Director ST Germany, Central & Eastern Europe, in front of the Swiss Embassy in Berlin.

Focus market Germany.

As Switzerland's largest foreign source market, Germany deserves particular attention following the removal of the euro currency peg by the Swiss National Bank at the start of 2015. German guests are particularly price-sensitive, and were hit hard by recent currency developments.

The sensitivity of German visitors to prices remained high in 2014, with many of them spending their holidays at home. The development of hotel overnights in Switzerland remained below expectations at –3.9%. An even stronger franc has made the situation still more critical. In October, ST launched a comprehensive two-year campaign entitled “Grüezi Deutschland”. ST also intends to catch Germany's attention with consolidated media work and seasonal promotions.

Facts and figures.

Germany

Overnights 2014	m	4.39
Change compared with 2013	%	–3.9
Media reports generated		2,494
Visits to MySwitzerland.com	m	1.79
Advertising & marketing contacts	m	381.79
High-value customer contacts		563,298

“Grüezi Deutschland”: the Berlin launch.

In October, a VIP event at the Swiss embassy in Berlin marked the launch of the comprehensive “Grüezi Deutschland” campaign. Seven sub-projects had originally been planned, but in view of the critical situation caused by the strength of the franc, all activities have been re-evaluated and adjusted. The focus is on tapping into central sales channels and positioning Switzerland as a premium destination.

Two questions for Jean Kim,
Market Manager ST Korea.



Why are more and more Koreans travelling independently?

Current offerings in the group travel sector don't really meet the needs of Korean visitors and their growing demand for independent trips. Inspired by new channels of information such as reality shows, more and more Koreans are visiting as independent tourists in order to explore Switzerland in the footsteps of TV stars.

Which products can ST utilise to enthuse Koreans about Switzerland?

Korean visitors want exceptional experiences on their trips – and to be able to share them with their families and friends via social media. They value insider tips, which let them discover things on their own.

“More and more Koreans are travelling as individual tourists.”

Jean Kim, Market Manager ST Korea



Heidi feeling: entertainer Noh Hongchul in Engelberg.

Focus market South Korea.

Record visitor numbers from Korea. This market achieved the highest growth rate – not least due to creative marketing ideas.

With growth of 40%, South Korea passed the mark of 250,000 hotel overnights for the first time, demonstrating the greatest growth proportionally. This is due, in part, to creative marketing techniques. In recent years ST has secured prominent Koreans to act as ambassadors, reporting first-hand from Switzerland on social media. ST has also often successfully collaborated with Korean reality shows. More and more fully independent travellers (FITs) are visiting from Korea and showing great interest in gastronomy, outdoor activities and shopping. The increase in FITs from Korea led to a sales record at Swiss Travel System, and a 125% increase in tickets sold.

Facts and figures.

Korea

Overnights 2014	m	0.26
Change compared with 2013	%	40
Media reports generated		671
Visits to MySwitzerland.com		196,416
Advertising & marketing contacts	m	418.74
High-value customer contacts		56,220

Star Korean entertainer in Zermatt.

Famous, desirable and single: for the Korean TV show “I Live Alone”, celebrities offer a view into their private lives. ST Korea recruited one of the participants, the entertainer Noh Hongchul, to be an ambassador. His crew filmed him undertaking outdoor activities and visiting the “in” places in Zermatt, Lucerne and on the Titlis. After the show, which delivered a 9% audience share, significantly more Koreans made reservations at local paragliding firms and at numerous hotels in Zermatt and Lucerne.

Award-winning work.



ST was once again crowned Tourism Marketing Organisation of the year, taking home the prestigious Virtuoso award: Becky Powell, Virtuoso; Alex Herrmann, ST Americas; Matthew D. Upchurch and Albert Herrera, Virtuoso.

Gold for Switzerland: ST wins important prizes in the US

ST was honoured in North America with prestigious awards this year too. The online project “Swiss Myths” was a marked success: it won four Communicator and Telly awards – gold in the “Branded Content” category, Silver for the online video, and bronze twice, in the categories of “Humour” and “Travel/Tourism Online”. Matching last year’s success, ST took home the prestigious award “Tourism Board of the Year”, conferred in Las Vegas by Virtuoso, the largest American luxury travel network.

Glittering honours in Switzerland

In Switzerland, ST won silver and bronze “Best of Swiss App” awards for their apps “Best Swiss Hotels” and “City Guide”. The ADC Switzerland, the association of the leading creative talents in communications, honoured ST’s “Sebi & Paul” TV ads with an “Evergreen”, a prestigious award for campaigns which run for at least three years.

More awards from around the world

The ST online campaign “Winter Sleep” was recognised in the UK as “Travel Marketer of the Year”. At World Travel Market in London, ST won a prize for the best fair stand in the category “Best Stand for Doing Business”. The European Travel Commission crowned the ST video “Time” the best European tourist film, and China’s golfers named Switzerland the “Best of Europe Destination”.



Marcelline Kuonen and Mathias Gallo from ST UK accepting the Gold Award for “Travel Marketer of the Year”.



Outlook.



The Grand Tour of Switzerland connects over 1,600 km of the country's tourist highpoints: visitors can now "book" Switzerland, with all its contrasts.

"Trusted content" has become key to tourism.

Tourism marketing has to find new approaches, with digital communication platforms threatening the role of the traditional media. ST is closely observing and accompanying this development. On-line communication offers new channels of distribution which would have been fantasy five years ago, but are now commonplace. The visitor is now also a supplier of content, and that means more information and more options. ST and the industry therefore have to supply high-quality material as "trusted content", and assert themselves as reliable sources of inspiration. Because of the franc, Switzerland will remain expensive and cannot appeal to a wide audience. We need to tap into and secure new sectors and niches. Social media are perfect for this.

Launching the Grand Tour of Switzerland.

In 2015 the Grand Tour of Switzerland, a route which brings all the country's tourist high points together, was born. All of our tourist regions have displayed real commitment and unity in backing this genuinely innovative project, which reveals the destination of Switzerland in all its glory and diversity. Visitors can now "book" Switzerland, with all its contrasts. ST has embarked on extensive marketing, from uniform signage and branding through to global communication across all channels.

"Social media is the ideal way for us to appeal to new niches."

Thomas Winkler, Head Portal Management & E-marketing



A bridge in the picturesque Verzasca Valley:
Ponte dei Salti in Lavertezzo, Ticino.



Names and figures.

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Board of Directors.



Jean-François Roth
President Switzerland Tourism,
President Switzerland's French-speaking
Radio and TV (RTSR)



Jeannine Pilloud
Head of Passenger Traffic Division Swiss
Federal Railways SBB
Member of the Management Board



Peter Vollmer, Dr
Vice President Switzerland Tourism



Casimir Platzer
President GastroSuisse,
President International
Hotel & Restaurant Association



Guglielmo L. Brentel
Präsident hotelleriesuisse, Hotelier,
(will resign as of the 2015 General Meeting)



Marco Solari
President Ente Ticinese per il Turismo,
President International Film Festival
Locarno



Jean-Michel Cina
Minister of Economy, Energy and Spatial
Development, Canton of Valais
President of the Conference of the
Swiss Cantonal Governments



Urs W. Studer
Ex Mayor of Lucerne



Peter Keller, Prof. hon. Dr
Business and Economic Faculty (HEC),
University of Lausanne



Hansjörg Trachsel
Member of the Government Council (GR),
Head of Department of Economy and
Social Services, Canton of Graubünden



Paul Kurrus
President AEROSUISSE



Anja Wyden Guelpa
State Chancellor of the Republic
and Canton of Geneva



Catherine Mühlemann
Co-Owner of Andmann Media
Holding GmbH, Media Entrepreneur and
Executive Board Member

Executive Board.



Jürg Schmid
CEO



Nicole Diermeier
Marketing & Productions



Urs Eberhard
Executive Vice President,
Director Markets & Meetings



Marc Isenring
Corporate Services



Gilles Dind
Director Europe West



Martin Nydegger
Business Development



Daniela Bär
International Media & Corporate
Communication



Thomas Winkler
Portal Management & E-marketing

Extended Management Team.

The EMT guarantees the integration of the markets and of relevant departments into the strategic planning of the worldwide tourism marketing.

Simon Bosshart

Director Asia-Pacific & Global Accounts

Corinne Genoud

Country Manager Netherlands

Alex Herrmann

Director Americas

Dominic Keller

Country Manager Switzerland

Jörg Peter Krebs

Director Germany, Central & Eastern Europe

Marcelline Kuonen

Country Manager United Kingdom & Ireland

Christina Marzluff

Senior Project Manager Business Development

Tiziano Pelli

Head of Research & Development

Federico Sommaruga

Director Emerging Markets & Special Projects

Barbra Steuri-Albrecht

Head of Meetings & Incentives

Armando Troncana

Country Manager Italy

Switzerland Tourism Council.

Hans Amacker

CEO Rhaetian Railway

Guglielmo L. Brentel

Board of Directors Switzerland Tourism, President hotelleriesuisse, hotelier

Aymo Brunetti, Prof. Dr

Head of the Center for Regional Economic Development (CRED), University of Bern

Marcel Bühler

CEO Swisscard AECS AG

Martin Bütikofer

Director Swiss Museum of Transport

Bernhard Christen

Head of Corp. Brand & Communication Management, Ricola AG

Hans-Ruedi Christen

CEO Chocolat Frey AG

Jean-Michel Cina

Board of Directors Switzerland Tourism, Minister of Economy, Energy and Spatial Development, Canton of Valais

Robert Deillon

CEO Genève Aéroport

Carl Elsener

CEO Victorinox

David Escher, Dr

CEO Switzerland Cheese Marketing AG

Elia Frapolli

Director Ticino Turismo

Barbara Gisi

Managing Director Swiss Tourism Federation STV-FST

Fredi Gmür

CEO Swiss Youth Hostels, President Non-hotel accommodation Switzerland

Hannes Jaisli

Deputy director GastroSuisse

Christoph Juen, Dr

CEO hotelleriesuisse

Switzerland Tourism Council.

<p>René Kamer Director RailAway AG</p>	<p>Michel Rochat, Prof. General Director Ecole hôtelière de Lausanne</p>
<p>Richard Kämpf Head of Tourism Affairs, State Secretariat for Economic Affairs SECO</p>	<p>Jean-François Roth President Switzerland Tourism, President Switzerland's French-speaking Radio and TV (RTSR)</p>
<p>Peter Keller, Prof. hon. Dr Board of Directors Switzerland Tourism, Business and Economic Faculty (HEC), University of Lausanne</p>	<p>Carlos Sardinha Managing Director Europcar AMAG Services AG</p>
<p>Thomas E. Kern CEO Flughafen Zürich AG</p>	<p>Bruno Sauter Deputy Minister of the Department for Economy and Labour, Canton of Zürich</p>
<p>Paul Kurrus Board of Directors Switzerland Tourism, President AEROSUISSE</p>	<p>Rolf Schafroth CEO Global Travel Services Division, Member of the Executive Board, Kuoni Travel Holding Ltd.</p>
<p>Christian Laesser, Prof. Dr Director Institute for Systemic Management and Public Governance, Research Center Tourism and Transport, University of St. Gallen</p>	<p>Marco Solari Board of Directors Switzerland Tourism, President Ente Ticinese per il Turismo, President International Film Festival Locarno</p>
<p>Pius Landolt Delegate of the Mayor's Office, City of Zürich</p>	<p>Ueli Stückelberger Director Public Transport Association and Swiss Cableways</p>
<p>Sven Lareida Head of Partnership Marketing, Swiss International Air Lines Ltd.</p>	<p>Urs W. Studer Board of Directors Switzerland Tourism, ex Mayor of Lucerne</p>
<p>Maurus Lauber CEO Swiss Travel System AG</p>	<p>Joos Sutter Chairman of the Coop Executive Committee</p>
<p>Michael Maeder CEO STC Switzerland Travel Centre AG</p>	<p>Hansjörg Trachsel Board of Directors Switzerland Tourism, Member of the Government Council (GR), Head of Department of Economy and Social Services, Canton of Graubünden</p>
<p>Catherine Mühlemann Board of Directors Switzerland Tourism, Co-Owner of Andmann Media Holding GmbH, Media Entrepreneur and Executive Board Member</p>	<p>Martin Tritten Bern Economic Development Agency, Tourism Expert</p>
<p>Peter Niederhauser CEO Hallwag Kümmerly+Frey AG</p>	<p>Mila Trombitas Head of the degree course Tourism, School of Management & Tourism, Sierre</p>
<p>Beat Niedermann Director, Corporate & Institutional Clients, UBS AG</p>	<p>Peter Vollmer, Dr Vice President Switzerland Tourism</p>
<p>Jürg Pauli Head of Marketing Swisscom (Switzerland) Inc.</p>	<p>Hans-Martin Wahlen Delegate of the Board of Directors / CEO Kambly SA</p>
<p>Jeannine Pilloud Board of Directors Switzerland Tourism, Head of Passenger Traffic Division Swiss Federal Railways SBB, Member of the Management Board</p>	<p>Andreas Willich Head of passenger traffic BLS AG, Member of the Management Board</p>
<p>Casimir Platzer Board of Directors Switzerland Tourism, President GastroSuisse, President International Hotel & Restaurant Association</p>	<p>Anja Wyden Guelpa Board of Directors Switzerland Tourism, State Chancellor of the Republic and Canton of Geneva</p>
<p>Ernst Risch Managing Director Liechtenstein Marketing</p>	<p>Guido Zumbühl CEO Bucherer AG</p>

Balance Sheet 2014.

1. Assets

	Balance sheet 31.12.2014	Balance sheet 31.12.2013
	CHF	CHF
Current assets		
1.1 Liquid assets		
Cash on hand	52 044.77	55 689.45
Postal accounts	243 330.54	159 637.99
Bank accounts	19 192 348.09	13 323 280.53
Total liquid assets	19 487 723.40	13 538 607.97
1.2 Accounts receivable		
1.2.1 Receivables from sale of goods and services	1 900 498.42	2 267 406.79
Bad debt provision	-140 000.00	-143 000.00
1.2.2 Other short-term accounts receivable		
Guarantee obligations, advances, prepayments	139 157.65	127 552.73
Public institutions	365 355.97	442 918.88
Others	1 385 108.64	987 984.92
Total accounts receivable	3 650 120.68	3 682 863.32
1.3 Stock and work in progress		
Stock and work in progress	291 026.60	245'892.30
Total stock and work in progress	291 026.60	245'892.30
1.4 Prepaid expenses		
Accruals and deferrals, federal contribution to impulse programme 2012/13	0.00	-1'582'638.23
Prepaid expenses	2 213 187.87	4'172'424.42
Total prepaid expenses	2 213 187.87	2'589'786.19
Total current assets	25 642 058.55	20'057'149.78
Fixed assets		
1.5 Financial assets		
Participations	1 226 504.00	1 226 504.00
Long-term receivables to third parties	344 544.14	372 361.68
Total financial assets	1 571 048.14	1 598 865.68
1.6 Tangible assets		
Office equipment, office machinery	327 248.15	389 915.56
IT equipment	206 956.04	241 298.23
Infrastructure for presentations	72 845.71	384 644.53
Total tangible assets	607 049.90	1 015 858.32
1.7 Fixed assets real estate		
Real estate	6 924 784.11	7 132 909.11
Total fixed assets real estate	6 924 784.11	7 132 909.11
Total fixed assets	9 102 882.15	9 747 633.11
Total assets	34 744 940.70	29 804 782.89

2. Liabilities and owners' equity

	Balance sheet 31.12.2014	Balance sheet 31.12.2013
Liabilities	CHF	CHF
2.1 Short-term liabilities		
2.1.1 Short-term liabilities/accounts payable	6 681 884.39	6 217 852.86
2.1.2 Other short-term liabilities		
Public institutions	810 378.50	625 043.05
Third parties	1 436 181.55	1 679 907.35
Pension funds	265 956.35	263 314.44
Total short-term liabilities	9 194 400.79	8 786 117.70
2.2 Deferred credits to income/short-term provisions		
Deferred credits to income	1 222 747.14	1 685 290.94
Federal contribution paid in advance	4 900 000.00	0.00
Personnel provisions	1 023 282.06	1 149 783.06
Provision "Grüezi Deutschland" 2015/2016	1 391 840.00	0.00
Marketing activities, following year	2 730 088.00	3 420 301.00
Total deferred credits to income/short-term provisions	11 267 957.20	6 255 375.00
2.3 Long-term liabilities		
2.3.1 Long-term financial liabilities		
Third parties	0.00	0.00
2.3.2 Long-term provisions		
IT equipment	312 100.00	312 100.00
Renovation of real estate Paris	200 000.00	200 000.00
Conversion of rented premises/chattels	509 900.00	509 900.00
Others	2 202 707.22	2 279 518.97
Extraordinary events Destination Switzerland	4 253 200.00	4 953 200.00
Reserve for staff terminations	1 089 378.51	998 781.81
2.3.3 Unrelated liabilities		
Real estate Paris	4 045 354.26	3 883 594.57
Total long-term liabilities	12 612 639.99	13 137 095.35
Total liabilities	33 074 997.98	28 178 588.05
Owners' equity		
2.4 Capital as of 1.1.2014/2013	1 626 194.84	1 579 571.37
Reduced expenditure	43 747.88	46 623.47
Total owners' equity	1 669 942.72	1 626 194.84
Total liabilities and owners' equity	34 744 940.70	29 804 782.89

Profit and Loss Account 2014.

3. Income

	Budget 2014	Account 2014	Account 2013
	CHF	CHF	CHF
Operating income			
3.1 Members' contributions			
Swiss Confederation	52 830 000	52 829 700.00	52 177 200.00
Federal contribution to impulse programme 2012	0	0.00	2 092 361.77
Switzerland Tourism Council	935 000	1 028 750.00	932 500.00
Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations)	1 490 000	1 505 025.00	1 513 400.00
Total members' contributions	55 255 000	55 363 475.00	56 715 461.77
3.2 Miscellaneous income	106 000	252 675.32	339 384.51
3.3 Financial income	63 000	535 622.35	9 562.14
3.4 Expenses charged to third parties			
Income from personnel expenses charged to third parties	1 137 000	976 746.85	1 016 459.37
Income from operating expenses charged to third parties	245 000	241 625.09	272 116.39
Total expenses charged to third parties	1 382 000	1 218 371.94	1 288 575.76
Total operating income	56 806 000	57 370 144.61	58 352 984.18
Marketing income			
3.5 Sponsorship marketing	8 841 000	9 848 748.82	8 489 995.76
3.6 Other marketing income	25 800 000	26 278 008.71	27 215 926.78
Total marketing income	34 641 000	36 126 757.53	35 705 922.54
Extraordinary and third party income			
3.7 Extraordinary and third party income	0	0.00	0.00
3.8 Income from financial assets	0	0.00	0.00
3.9 Third party income real estate	1 515 000	1 463 992.86	1 384 487.47
Total extraordinary and third party income	1 515 000	1 463 992.86	1 384 487.47
3.10 Additional expenditure/funds	0	0.00	0.00
Total income	92 962 000	94 960 895.00	95 443 394.19

4. Expenses

	Budget 2014	Account 2014	Account 2013
	CHF	CHF	CHF
Marketing expenses			
4.1 Expenses from marketing	61 438 000	63 044 770.99	59 360 955.47
4.2 Expenses from marketing impulse programme	0	0.00	2 092 361.77
Adding onto (+)/removal (-) fond ex. incidents dest. Switzerland	-1 000 000	-700 000.00	500 000.00
Total expenses from marketing	60 438 000	62 344 770.99	61 953 317.24
4.3 Personnel expenses for marketing			
Salaries	19 434 000	19 635 538.31	19 441 658.34
Social security	3 754 000	3 693 730.67	3 678 725.11
Total personnel expenses for marketing	23 188 000	23 329 268.98	23 120 383.45
Total marketing expenses	83 626 000	85 674 039.97	85 073 700.69
Operating expenses			
4.4 Personnel expenses – operational			
Salaries	1 835 000	1 950 837.29	1 804 103.00
Social security	374 000	386 556.92	365 814.00
Total personnel expenses – operational	2 209 000	2 337 394.21	2 169 917.00
4.5 Secondary personnel costs			
Staff training and continuing education	300 000	182 834.10	147 077.90
Transfers and staff recruiting	250 000	384 722.08	586 970.54
Vacation/overtime not yet compensated (adjustment)	0	-126 501.00	-70 010.00
Travel and representation expenses	317 000	278 847.83	328 457.93
Other personnel expenses	209 000	218 092.29	237 816.68
Total secondary personnel costs	1 076 000	937 995.30	1 230 313.05
4.6 Other operating expenditure			
Premises	2 987 000	2 999 275.81	3 018 251.67
Administration	1 263 000	1 311 910.82	1 372 380.38
Public bodies	204 000	305 929.38	251 281.94
Other operating expenditure	55 000	46 745.32	50 827.58
Total other operating expenditure	4 509 000	4 663 861.33	4 692 741.57
4.7 Miscellaneous expenses incl. bad debt	10 000	4 095.32	-3 092.00
4.8 Financial expenses/costs of participation	71 000	19 649.29	524 188.87
4.9 Depreciation on tangible assets			
IT equipment	294 000	236 413.31	258 135.26
Office equipment, office machinery	233 000	262 324.68	259 094.55
Total depreciation on tangible assets	527 000	498 737.99	517 229.81
Total operating expenses	8 402 000	8 461 733.44	9 131 298.30
Non-operating expenses			
4.10 Expenses third party real estate	934 000	781 373.71	1 191 771.73
Total non-operating expenses	934 000	781 373.71	1 191 771.73
4.11 Reduced expenditure	0	43 747.88	46 623.47
Total expenses	92 962 000	94 960 895.00	95 443 394.19

Notes to the 2014 Financial Statements.

Accounting Principles

The bookkeeping and accounting of Switzerland Tourism, as a public corporation, complies with Art. 957 et seq. of the Swiss Code of Obligations and the applicable regulations of company law (Art. 662a et seq. Swiss Code of Obligations). According to Art. 21 of the organisation's statutes, Switzerland Tourism is solely liable for its liabilities with its assets.

ICS Risk Assessment

Switzerland Tourism has updated and documented the company's risk assessment within the scope of the existing risk management process. This covers all risks that may have a significant impact on the assessment of the annual financial statements. The risks are monitored and controlled on an ongoing basis using the risk management methods defined within the scope of the risk management process. The results from monitoring and control are shown in the administration manual and in the ICS folder (internal control system).

	2014	2013
Liabilities to pension funds	CHF	CHF
Short-term liabilities to pension funds in Switzerland and abroad	266 000	263 000
Fire insurance value of tangible assets		
Furnishings	2 200 000	2 200 000
Inventory mailing house/exhibition booth	3 500 000	3 500 000
IT equipment	650 100	749 000
Real estate (real properties Paris)	p. m.	p. m.
Fixed term loan and credit lines: credit lines on current accounts at UBS and CS each	2 000 000	2 000 000
Depreciation on equipment		
The depreciation on infrastructure for marketing activities (exhibition booth/exhibition furniture) and web hardware is reported under "marketing expenses".	332 135	329 514
Investments		
STC Switzerland Travel Centre AG Zurich/London – share capital (ST shareholdings 33%)	5 250 000	5 250 000
Swiss Travel System AG, Zurich – share capital (ST shareholdings 10%)	300 000	300 000
Receivables/payables from/to STC Switzerland Travel Centre AG		
The balance sheet contains the following credit/liability items:		
1.2.1 Debtors	34 823	1 326
2.1.1 Creditors	369 861	66 295
Receivables/payables from/to STS Swiss Travel System AG		
The balance sheet contains the following credit/liability items:		
1.2.1 Debtors	76 055	47 416
2.1.1 Creditors	65 000	1 876
Property account Paris		
Income from property	1 463 993	1 384 487
Property expenditures (of which depreciation of building CHF 208 000)	781 374	1 191 772
Profit from property	682 619	192 715
Leasing liabilities: total amount of leasing liabilities	21 103	20 349
Reversal of undisclosed reserves: net reversal of undisclosed reserves during the financial year	700 000	0
Off-balance sheet transactions		
Positive replacement value of forward exchange transactions	399 311	39 291
Negative replacement value of forward exchange transactions	-736 613	-536 737
Total contract amount	31 154 040	31 672 117
The forward exchange transactions are made to hedge the budgeted expenses for the following year in foreign currencies (EUR, USD, GBP, JPY, AED, AUD, CNY, RUB).		

Events after the balance sheet reporting date (elimination of price floor of CHF 1.20 per euro by the Swiss National Bank)

The effects on the balance sheet items were simulated using prices of 03.02.2015. Due to a well-balanced foreign currency ratio the impact is low and results in a net change of minus CHF 0.45 million or 1.31% of total assets.

The forward exchange transactions were also revalued, although they have no effect on the activities of Switzerland Tourism in 2015. The negative replacement value of the forward exchange transactions, calculated based on 03.02.2015 prices, amounts to CHF 3.4 million and is broken down as follows: euro CHF 2.3 million, Russian ruble CHF 0.6 million, and other currencies CHF 0.5 million.

Report of the statutory auditor on the financial statements.

As statutory auditor, we have audited the financial statements of Switzerland Tourism, which comprise the balance sheet, income statement and notes (pages 56 to 60), for the year ended 31 December 2014.

Board of Directors' Responsibility

The Board of Directors is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law, the company's articles of incorporation and the accounting principles described in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. Our assessment is based on the comprehensive audit carried out by PricewaterhouseCoopers AG and their report as delivered to the auditors. Their audit was conducted in accordance with Swiss law and Swiss Auditing Standards. Those standards require that an audit is planned and performed to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year ended 31 December 2014 comply with Swiss law, the company's articles of incorporation and the accounting principles described in the notes.

Report on other legal requirements.

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We recommend that the financial statements submitted to you be approved.

The auditors

Daniel Anliker

Audit expert
Chief auditor

Patrick Balkanyi

Audit expert
Member

Gerhard Siegrist

Audit expert
Member

Zurich, 13 March 2015

The auditors.

Chief auditor

Daniel Anliker

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Members

Patrick Balkanyi

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Alternate members

Stefan Gerber

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Gerhard Siegrist

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Roger Kunz

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Partners.

Recommended by Switzerland Tourism.
MySwitzerland.com/strategicpartners

Strategic Premium Partners



Swiss chocolate
chocolatfrey.com



**The trade association of
the Swiss hotel industry**
swiss-hotels.com



Train travel
sbb.ch



The airline of Switzerland
swiss.com



Financial services
ubs.com

Strategic Partners



**American Express
in Switzerland**
americanexpress.ch



Watches Jewellery Gems
bucherer.com



Retail and wholesale trade
coop.ch



Car rental
europcar.ch



Gateway to the Alps
zurich-airport.com



**Exquisite Swiss
speciality biscuits**
kambly.ch



**Association for Swiss
non-hotel accommodation**
stnet.ch/parahotellerie



Switzerland Cheese Marketing
switzerland-cheese.com



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