

Switzerland Tourism.



2013.

Annual Report.



Living Traditions

Contents.

Marketing organisation.

| | |
|--|----|
| Switzerland Tourism in brief. | 8 |
| The ST network. | 10 |
| ST membership. | 11 |
| Market key figures. | 12 |
| Impulse programmes. | 13 |
| Industry partnerships. | 14 |
| Business partnerships. | 15 |
| Evolution of hotel overnights. | 16 |
| Tourism Development Index (TDI). | 17 |
| Tourism marketing: a modular approach. | 18 |
| Distinction through quality and cooperation. | 19 |
| Enjoy Switzerland. | 19 |

Marketing strategy.

| | |
|---|----|
| ST marketing strategy. | 22 |
| Budget allocation to the four elements of ST marketing. | 23 |

Campaigns.

| | |
|-------------------|----|
| Cities. | 28 |
| Meetings. | 30 |
| Summer. | 32 |
| Winter. | 36 |
| Themed campaigns. | 40 |

Focus.

| | |
|--|----|
| ST department: Content Management. | 44 |
| Special issue of Switzerland magazine. | 45 |
| Focus market Southeast Asia. | 46 |
| Focus market USA. | 47 |
| Award-winning Switzerland. | 48 |
| Outlook. | 49 |

| | |
|--------------------|----|
| Figures and names. | 50 |
|--------------------|----|

Switzerland Tourism.



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A commitment to sustainability

Switzerland Tourism understands that nature is our most precious resource, and is committed to principles of sustainability. At its headquarters and at events, ST applies environmental standards laid out in ISO 14001 and ISO 9001. These cover areas such as the environmental impact of the workplace, energy use, waste management and use of paper and printers.



printed in
switzerland





Jean-François Roth, President Switzerland Tourism

“Positive outlook for the industry.”

How do you assess 2013?

2013 marked a turning point. After two years marked by a strong franc, neighbouring markets are beginning to show a return to growth. Alongside that, improvement in our strategic growth markets was excellent. The global outlook for the industry is positive.

Which areas of the tourism sector performed particularly well?

Investment volume stayed consistent despite demanding economic conditions. There were significant new milestones in terms of infrastructure this year. Above and beyond that, service providers developed new price models in response to the strong franc, and improved cooperation within the sector.

Name one chance that the tourism industry should take.

With safety, proximity, a perfect natural setting for gentle activity and plenty of wellness opportunities, Switzerland has everything it needs to attract a Western European target group which is growing all the time – the active over-50s, or “Best Agers”.



Jürg Schmid, CEO of Switzerland Tourism

“We’re still dealing with a strong franc.”

Does every summer campaign need its own theme, like “living traditions”?

Absolutely! A central theme not only draws international media attention, but also offers the opportunity to emphasise the strengths of providers in a targeted way. 2013’s original adventure attractions helped to bring the public closer to our traditions, increasing the demand for products like these.

Which market surprised you this year?

The UK. With a 6% increase in overnights, this market turned around very quickly. But it will take a very long time for us to get back to 2008 levels.

Are you still dealing with a strong franc?

Yes, although Swiss tourism in Europe has bottomed out and is entering a recovery phase. ST’s dual strategy of investing in traditional markets as well as increasingly developing new markets is crucial.

Highlights 2013.

Difference compared to prior year



947,451

Social media contacts **+511,904**

Facebook, Twitter, Pinterest: these new means of communication are rapidly gaining popularity and have more and more users.

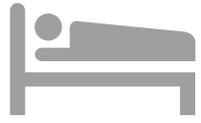
Read more on page 24



685,215

Newsletter subscribers **+81,327**

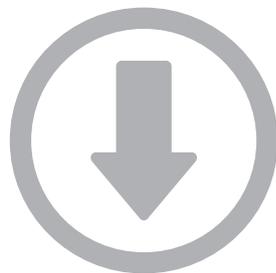
Many visitors enjoy Switzerland so much that they want to keep up to date – by subscribing to our newsletter.

4.1  m

Impulse programmes

Number of additional overnights influenced by ST's impulse programmes during the last three years.

Read more on page 13



1.91 m

Mobile app downloads **+380,000**

Our mobile apps have really caught on.

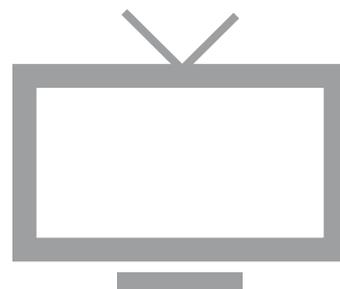


1,388

Business meetings +197

Switzerland Convention & Incentive Bureau transferred 1,388 enquiries about business meetings to its partners.

Read more on page 30



5.9 bn

Advertising & marketing contacts +970 m

In 2013, ST reached 5.9 billion consumers worldwide through its advertising.

Read more on page 24

+199,191

Switzerland +1.3%

+104,363

Gulf states +20.1%

+158,847

China +19.0%



Markets

The three markets with the greatest increase in overnights in 2013 were Switzerland, China and the Gulf states.

Read more on page 16



Where time stops: carved wooden utensils for the traditional dairy industry in La Gruyère, Fribourg Region.



Marketing
organisation.

1. Priority markets

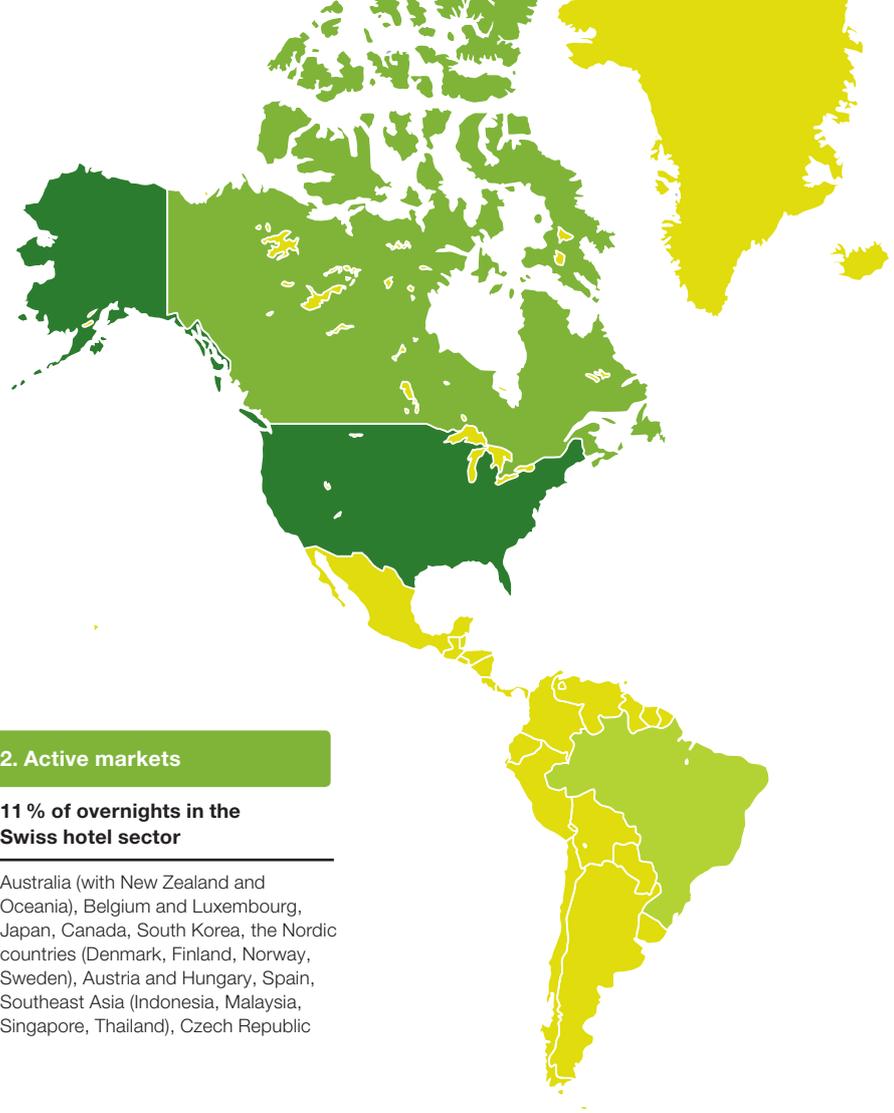
75.2 % of overnights in the Swiss hotel sector

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

2. Active markets

11 % of overnights in the Swiss hotel sector

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



Switzerland Tourism in brief.

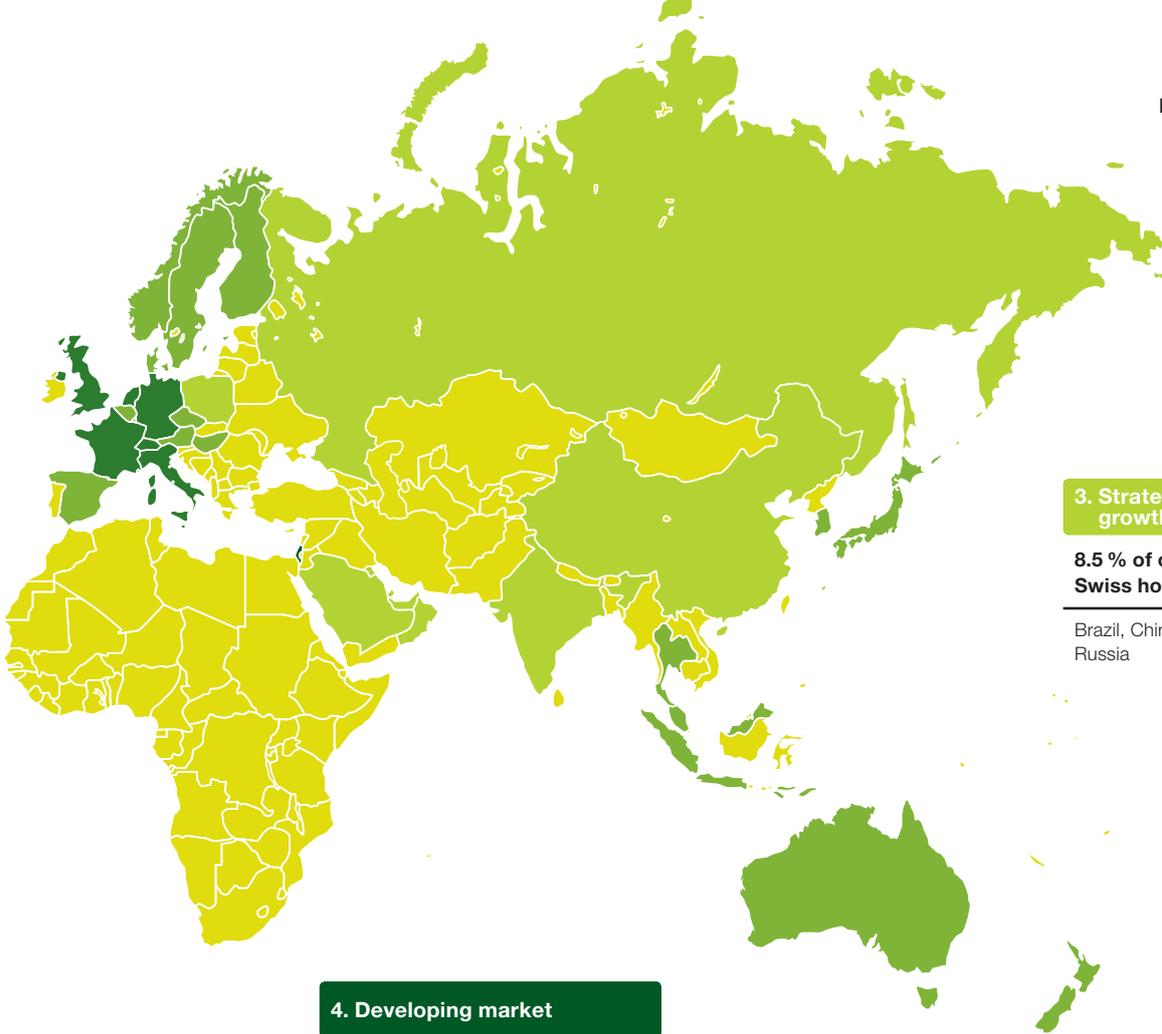
Switzerland Tourism promotes Switzerland worldwide as a holiday destination, under its slogan “Switzerland. get natural.” – alongside a clearly defined contemporary concept of Swissness.

The marketing organisation Switzerland Tourism (ST) has a long history. By federal mandate it has been promoting Switzerland at home and abroad as a holiday, travel and conference destination for more than 90 years. 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 Zürich, ST has a presence in 27 countries, employing 242 staff.

Facts and figures.

| | | |
|--------------------------------------|--------------|----------------|
| Regional representations | | 27 |
| Headquarters in Switzerland | | 1 |
| Staff | | 242 |
| – of whom trainees | | 21 |
| Spending | CHF m | 95.44 |
| – of which regular federal funding | CHF m | 52.18 |
| Spending abroad | CHF m | 71.70 |
| Degree of self-financing | % | 45.13 |
| Marketing budget/ marketing staff | CHF | 305,900 |



3. Strategic growth markets

8.5 % of overnights in the Swiss hotel sector

Brazil, China, Gulf states, India, Poland, Russia

4. Developing market

0.5 % of overnights in the Swiss hotel sector

Israel

Positioning of the holiday destination Switzerland.



Nature



Authenticity

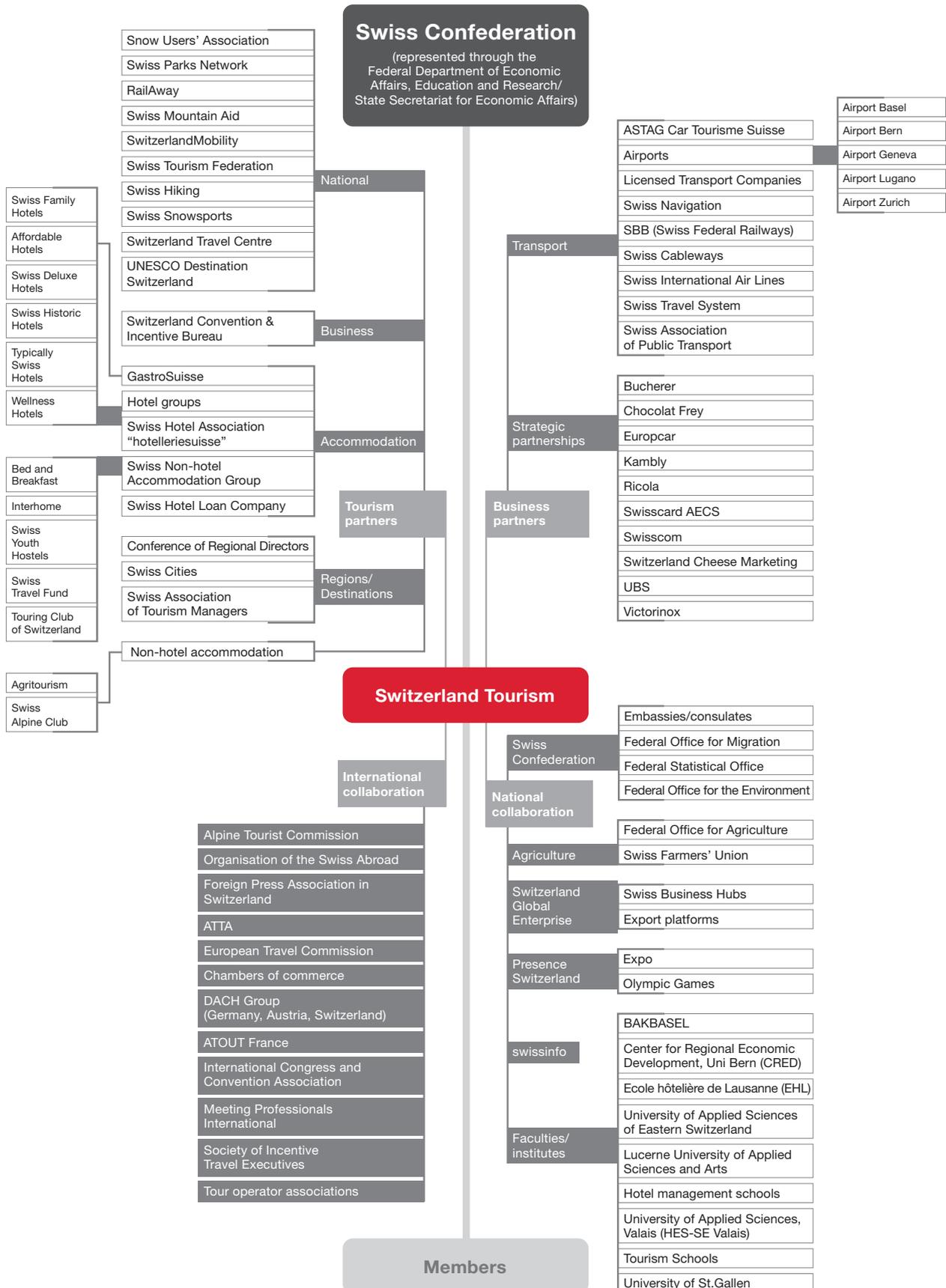
The Swiss experience → slogan: "get natural."

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.

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.



ST membership pays off.

ST members not only benefit from access to ST's marketing, but also gain strategically vital knowledge and a profitable business network.

ST market research is constantly updating and expanding a tourism-specific online library with selected studies and analyses. ST members enjoy access to this source of information, as well as – via the partner website STnet.ch – the business plan, medium-term planning and Tourism Monitor Switzerland (TMS, comprising results of a comprehensive visitor survey). They may use the “Switzerland Tourism. Member.” logo, and are listed as partners on MySwitzerland.com. Membership forms the basis for extensive collaborative opportunities. ST members also benefit from a network of tour operators, business partners and opinion-makers. Annual membership costs CHF 1,810.



An attentive audience: Switzerland Vacation Day 2013 in the Kursaal Bern.

Facts and figures.

| Collaborations within the tourism sector | 2013 | 2012 |
|--|-------------|-------|
| Participating partners* | 993 | 908 |
| Members** | 695 | 696 |
| Marketing income from partners | CHF m 27.22 | 24.79 |

* Including collaborations with hotels and STM

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



Switzerland Vacation Day: towards the future with a passion. “Sacred fire”: the guiding theme of ST's 16th Switzerland Vacation Day (SVD), the most important networking platform in Swiss tourism. In the Kursaal Bern, 1,447 participants took part in discussions, talks and interviews on national and global trends. Switzerland's friendliest hotels were recognised with the PRIX BIENVENU award in four categories (see page 19).



Left:
Switzerland Vacation Day. Federal Councillor Alain Berset interviewed by host Kurt Aeschbacher.

Right:
Hotel Marketing Day. Beat Blaser, Director of Independent Travel at Neckermann Reisen & Thomas Cook.

Hotel Marketing Day: “Grüezi Germany”.

The 4th Hotel Marketing Day was attended by 250 hotel operators. During a panel discussion, they addressed the question of how to win back German guests. One of the speakers, Cary Steinmann, Marketing Professor at the Zurich University of Applied Sciences, talked about how to generate enthusiasm for travel and Jürg Schmid, CEO of ST, introduced a new app for accommodation marketing.

Market key figures.

| | Number of staff | Media reports generated | Visits to MySwitzerland.com | High-value customer contacts* | Marketing contacts |
|---|-----------------|-------------------------|-----------------------------|-------------------------------|--------------------|
| Priority markets | | | | | |
| Germany | 17 | 2,229 | 2,047,007 | 414,740 | 2,098,386,100 |
| France | 10 | 535 | 1,546,563 | 184,285 | 646,999,266 |
| Italy | 9 | 1,362 | 2,032,243 | 496,269 | 768,242,742 |
| The Netherlands | 8 | 470 | 763,194 | 342,238 | 132,572,584 |
| Switzerland (headquarters: activities for all markets) | 127 | 1,351 | 10,818,709 | 324,600 | 364,000,000 |
| USA (with Canada) | 16 | 975 | 2,166,666 | 89,622 | 137,322,453 |
| UK (with Ireland) | 10 | 1,428 | 917,347 | 250,516 | 139,378,493 |
| Active markets | | | | | |
| Australia (with New Zealand and Oceania) | 1/(2) | 299 | 182,928 | 15,000 | 20,000,000 |
| Belgium (with Luxembourg) | 4 | 642 | 472,461 | 52,000 | 140,331,331 |
| Japan | 8 | 115 | 878,382 | 44,696 | 242,361,428 |
| Canada | 2 | incl. with USA | incl. with USA | incl. with USA | incl. with USA |
| South Korea | 4 | 828 | 214,214 | 53,000 | 412,310,802 |
| The Nordic countries (Denmark, Finland, Norway, Sweden) | (2) | 65 | 173,910 | 36,000 | 20,000,000 |
| Austria (with Hungary) | 1/(1) | 418 | 190,076 | 6,600 | 37,759,170 |
| Spain | 3 | 330 | 645,749 | 130,022 | 48,915,425 |
| Southeast Asia (Indonesia, Malaysia, Singapore, Thailand) | 1/(4) | 96 | 277,627 | 11,700 | 9,372,000 |
| Czech Republic | (2) | 344 | 126,711 | 70,000 | 22,739,204 |
| Strategic growth markets | | | | | |
| Brazil | 1/(2) | 74 | 169,455 | 133,000 | 34,660,000 |
| China (incl. Hong Kong) | 11 | 961 | 274,656 | 350,000 | 89,316,292 |
| Gulf states | 3 | 142 | 188,895 | 2,800 | 29,728,220 |
| India | 1/(4) | 151 | 298,460 | 279,406 | 93,700,000 |
| Poland | (2) | 210 | 236,029 | 60,000 | 72,908,397 |
| Russia | 5 | 717 | 338,416 | 25,654 | 339,930,670 |
| Developing market | | | | | |
| Israel | (1) | 48 | 61,579 | 1,000 | 1,000,000 |

() 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

We have bottomed out.

The decline in overnights by visitors from Europe has been checked. Some modest growth has already been seen.

ST's local presence is paying off: visitors from priority markets with their own ST representation (above all the UK and US) are coming back to Switzerland in increasing numbers. Almost 80 % of all overnights were generated by priority markets. There was also pleasing growth in active

markets such as Southeast Asia, Australia, and the Nordic countries.

Growth markets are booming

Strategic growth markets once again provided the greatest rise in percentage terms. Overnights by visitors from China, the Gulf states, Poland and Russia rose disproportionately. India stagnated on account of its economic crisis, albeit at a high level. ST estimates 20 % growth in this sector over the next five years.

Impulse programmes are working.

With its impulse programmes, ST generated 23 times the revenue of the investment by federal government and industry. The final report proves this.

The parliament granted an additional CHF 36 million over three years to stimulate Swiss tourism, which had been shaken by the economic crisis. ST used these funds predominantly in strategic growth markets, close European markets, and the domestic market. We were able to generate over 4.1 million additional overnights with these funds.

This figure comes from the scientifically recognised ST effectiveness measurements, which are based on a comprehensive visitor survey, the Tourism Monitor Switzerland. The State Secretariat for Economic Affairs (SECO) also attested that the impulse programme had a “proven supportive effect on tourist demand and improved the competitiveness of Swiss tourism”.*

* Source: SECO, report on the structural situation and future tourism strategy of the Federal Council.



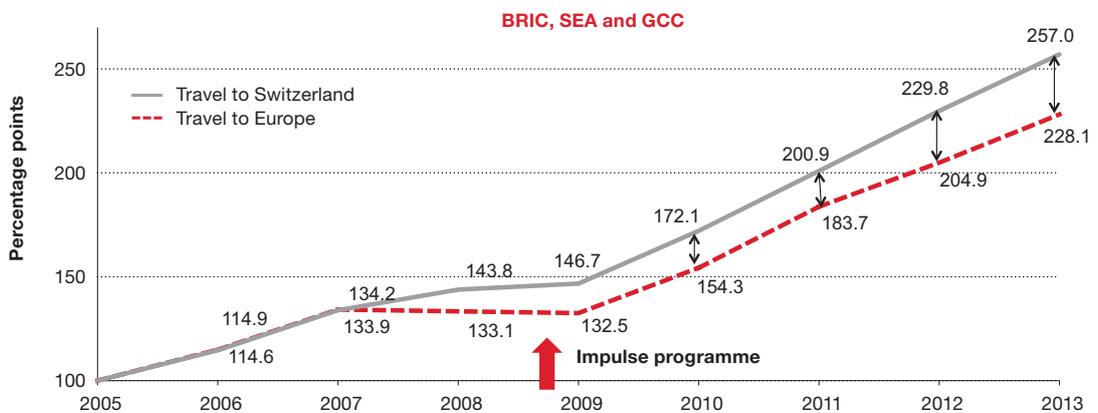
High growth potential for Asian visitors, as seen here on the Kleine Scheidegg, in the Bernese Oberland.

Facts and figures.

| Impulse programme | Winter 12/13 | Total* |
|--|--|--------|
| Spending (federal government, partners, ST) | CHF m 3.6 | 40.4 |
| Marketing contacts | m 619 | 5,700 |
| High-value customer contacts | m 0.45 | 3.5 |
| Additional revenue generated | CHF m 78.7 | 925 |
| Additional overnights generated (all channels) | m 0.43 | 4.1 |
| Participating partners | 23 | 368 |
| Markets targeted by impulse programme | CH, DE, FR, IT, NL, UK, RU, PL, AUS, BR, CN, GCC, CA, IN | |

* Summer 2009 until winter 2012/13 (without summer 2010 and winter 2010/11)

Positive effects of the impulse programmes on hotel overnights.



Indexed figures: 2005 = 100 points
Sources: Oxford Economics, Federal Statistical Office accommodation statistics

Industry partnerships.

ST develops its marketing in the closest cooperation with the industry. The tourism regions are ST's central partners in cooperation and coordination. In 2013, 13 regional partners invested around CHF 10.7 million in common marketing activities with ST.



Passers-by enjoy the Basel posters in Milan's Duomo metro station.

Facts and figures.

| Industry partnerships | | 2013 | 2012 |
|---------------------------------|-------|-------|------|
| Regional partners | | 13 | 13 |
| Investment by regional partners | CHF m | 10.73 | 9.18 |



In Ticino Turismo's TV ad, three young adventurers travel by moped to Ticino.

Ticino:

just two hours away.

How do you attract Swiss Germans to the south? Ticino Turismo launched a campaign for this purpose, which included a TV ad. In it, three young people take an adventurous journey south on a moped, eventually reaching their dream goal completely exhausted. The final caption makes it clear that travel is easier by car or train: "Actually just two hours away – Ticino." The launch and implementation took place in collaboration with ST and appealed strongly to 23 million TV viewers.

Basel/STS/Swiss Cities:

metro station in the limelight.

Together with STS, the Swiss Cities association and Basel Tourism, ST Italy utilised a large poster campaign to promote Eurocity connections to Switzerland, Swiss cities and the Beyeler Foundation in Basel. The attractive posters were displayed for a month in Duomo, Milan's busiest metro station, reaching 7.7 million passers-by.

"We were able to call on ST's experience and valuable support in producing this ad."

Elia Frapolli, Director Ticino Turismo

Valais:

"Grüezi Zwitterland".

As part of its family campaign, ST Netherlands collaborated with the partner region of Valais and KidsWeek, a Dutch weekly for children. 25,000 family brochures were distributed with the magazine, and at the same time the online game "Grüezi Zwitterland" went live. Children could design their top 5 holidays, make them tempting for their parents, and win a week's holiday in Valais in the linked contest.

Business partnerships.

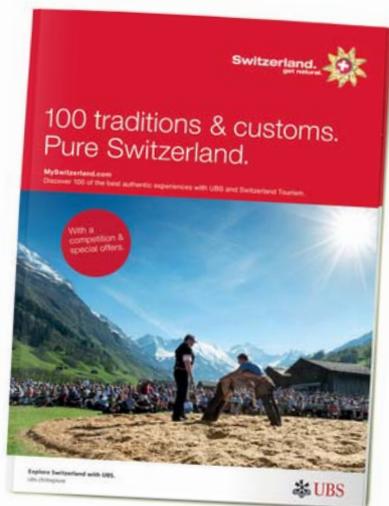
The joint marketing activities of ST and its partners were characterised by quality and Swissness – and were a win for everybody.

ST's strategic and official partners gain attractive platforms for the global marketing of their products, and, as a result of their collaboration, benefit from ST's strong market presence. In return, they support ST financially and with products and services. Everyone wins from the authentic Swissness – and the quality and performance – of each individual partner. The resultant synergies don't simply open up new markets and channels of communication. Through targeted campaigns,

collaboration can lead to an above-average media resonance, even in existing markets. These marketing activities were a success for both ST and its partners in 2013. Only sponsor income was lower in 2013, due to the end of the collaborative project with the Jungfrau Railway as part of their jubilee.

Facts and figures.

| Business partnerships | 2013 | 2012 | |
|----------------------------|-------|------|-----|
| Strategic premium partners | 4 | 4 | |
| Strategic partners | 10 | 11 | |
| Official partners | 18 | 16 | |
| Special partners | 2 | 2 | |
| Revenue from sponsorship | CHF m | 9.0 | 9.6 |



UBS:
a brochure with tradition.

In 2013, ST and UBS also realised an ambitious project on this year's ST theme: 350,000 brochures entitled "100 traditions & customs. Pure Switzerland." were distributed in UBS branches in Switzerland in German, French, Italian and English.



Kambly:
sink your teeth into Switzerland.

Switzerland's most popular biscuit brand has spruced itself up: new images from this year's ST theme "Authenticity, customs and traditions" decorated the packaging of the traditional Kambly Bretzeli. With this new approach, Kambly increased its revenue by 15%.

Chocolat Frey:



As a strategic partner of ST, Chocolat Frey got happiness hormones flowing with sweet souvenirs for Swiss fans.

| Hotel overnights. | Overnights 2013 | Overnights 2012 | Change 2013/2012 | in % | Overnights 2003 | Change 2013/2003 | in % |
|--|--------------------|--------------------|---------------------|------|--------------------|---------------------|-------|
| Priority markets | | | | | | | |
| Switzerland | 15,889,226 | 15,690,035 | 199,191 | 1.3 | 14,933,267 | 955,959 | 6.4 |
| Germany | 4,573,496 | 4,625,384 | -51,888 | -1.1 | 5,461,369 | -887,873 | -16.3 |
| UK (with Ireland) | 1,708,918 | 1,607,958 | 100,960 | 6.3 | 1,873,193 | -164,275 | -8.8 |
| France | 1,350,164 | 1,318,460 | 31,704 | 2.4 | 1,151,374 | 198,790 | 17.3 |
| USA | 1,585,467 | 1,525,178 | 60,289 | 4.0 | 1,398,422 | 187,045 | 13.4 |
| Italy | 980,646 | 971,776 | 8,870 | 0.9 | 961,914 | 18,732 | 1.9 |
| The Netherlands | 709,937 | 726,636 | -16,699 | -2.3 | 801,838 | -91,901 | -11.5 |
| Active markets | | | | | | | |
| Belgium (with Luxembourg) | 747,845 | 720,628 | 27,217 | 3.8 | 809,680 | -61,835 | -7.6 |
| Japan | 491,651 | 509,757 | -18,106 | -3.6 | 558,528 | -66,877 | -12.0 |
| The Nordic countries (Denmark, Finland, Norway, Sweden) | 699,410 | 686,535 | 12,875 | 1.9 | 548,264 | 151,146 | 27.6 |
| Austria (with Hungary) | 491,069 | 465,153 | 25,916 | 5.6 | 386,863 | 104,206 | 26.9 |
| Spain | 427,310 | 434,669 | -7,359 | -1.7 | 292,357 | 134,953 | 46.2 |
| Australia (with New Zealand and Oceania) | 308,479 | 284,710 | 23,769 | 8.3 | 162,724 | 145,755 | 89.6 |
| Canada | 230,189 | 231,642 | -1,453 | -0.6 | 163,655 | 66,534 | 40.7 |
| South Korea | 187,966 | 172,467 | 15,499 | 9.0 | 105,339 | 82,627 | 78.4 |
| Singapore | 153,625 | 129,970 | 23,655 | 18.2 | 43,726 | 109,899 | 251.3 |
| Czech Republic | 111,569 | 107,324 | 4,245 | 4.0 | 53,459 | 58,110 | 108.7 |
| Thailand | 124,477 | 101,281 | 23,196 | 22.9 | 57,089 | 67,388 | 118.0 |
| Malaysia | 65,969 | 57,018 | 8,951 | 15.7 | 39,628 | 26,341 | 66.5 |
| Strategic growth markets | | | | | | | |
| China | 994,546 | 835,699 | 158,847 | 19.0 | 155,127 | 839,419 | -84.4 |
| Russia | 578,656 | 561,490 | 17,166 | 3.1 | 239,996 | 338,660 | 141.1 |
| Gulf states | 623,205 | 518,842 | 104,363 | 20.1 | 248,674 | 374,531 | 150.6 |
| India | 467,967 | 474,882 | -6,915 | -1.5 | 196,896 | 271,071 | 137.7 |
| Brazil | 206,378 | 201,298 | 5,080 | 2.5 | 93,877 | 112,501 | 119.8 |
| Poland | 166,400 | 140,502 | 25,898 | 18.4 | 66,115 | 100,285 | 151.7 |
| Developing market | | | | | | | |
| Israel | 160,575 | 168,392 | -7,817 | -4.6 | 163,950 | -3,375 | -2.1 |

Overnights at Swiss hotels and spas (by selected countries of origin, partially aggregated)
Source: HESTA, Federal Statistical Office 2013, 2012 and 2003

Return to growth.

In 2013, the Swiss hotel sector recorded 35.6 million overnights. This represents a growth of 2.5% over the previous year. This gratifying result can be traced back to the traditionally strong domestic market (+1.3%) and the continued growth from Asian source markets and beyond. The neigh-

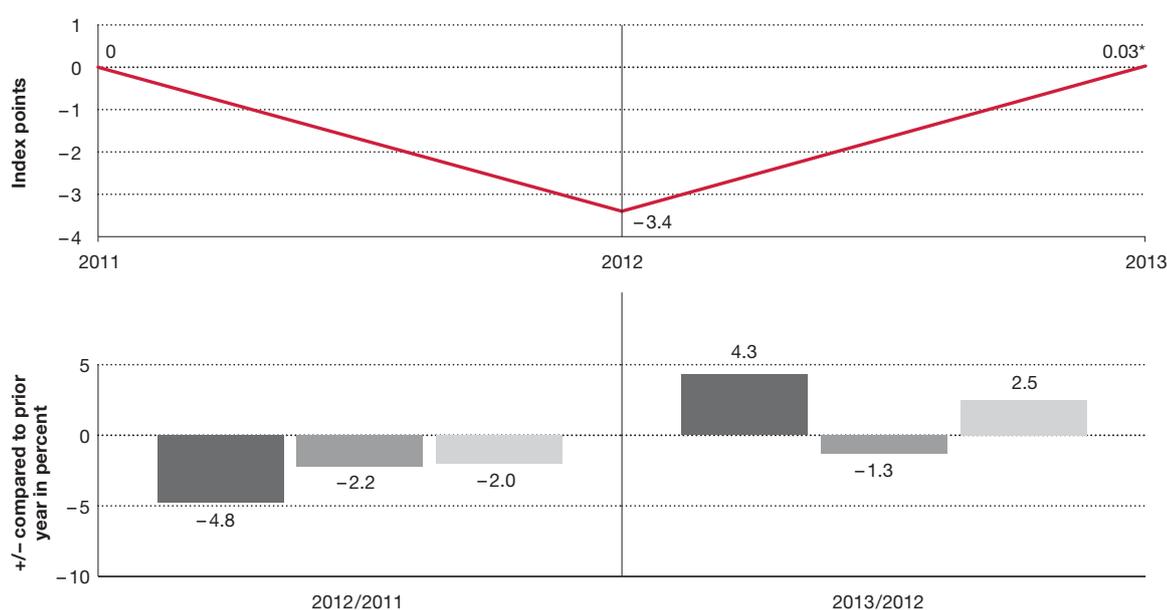
bouring European markets also recorded a slight recovery in overnight figures: the two established neighbouring markets of France (+2.4%) and Italy (+0.9%) showed repeated gains, while the decline in Germany (-1.1%) and the Netherlands (-2.3%) slowed. The overnight figures in the alpine regions (+1.4%) and in rural regions (+1.6%) rose, as they did in Swiss cities (+4.4%).

Tourism Development Index (TDI).

In order to enable an overall annual analysis of the various tourist industries, ST developed a measurement system which, in addition to the established analysis of hotel overnights, includes both non-hotel accommodation and day and event tourism. The development of the tourism industry's key pillars can now be seen in the form of an annually published index. The survey focuses on collating tourist frequencies (e.g. number of overnights, volume of passengers or registered entries), which constitute the basis for the consumption of tourist services, and thus for the industry's net product as a whole.

The data was first collected in 2011 and this forms the basis for further comparisons. In 2012 there was a decrease to 3.4 points, which was influenced by a decline in overnights and the cautious consumer mood in neighbouring European markets, among other factors. As a whole, ST developed positively in 2013 – the TDI registered an increase to 3.5 points. The reason for this is the stabilisation of the monetary situation and the incipient economic recovery in important source markets, as well as stable and favourable weather conditions in the summer season.

Tourism Development Index (TDI).



** "Züri-Fäscht" 2013 not included in the base case (total effect with 2.3 million additional visitors: + 3.7 points)
Sources: hotel sector (HESTA, BFS and ST); day trips (ST)
Preliminary final results, subject to changes.

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

In addition to the hotel sector, youth hostels also continued to grow (+ 3%). The number of overnights in the camping sector, however, has declined

(-2%). Day trip and excursion tourism also yielded a positive result (+ 4%). As a whole, Swiss tourism has therefore overcome the worst.

Tourism marketing: a modular approach.

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) | <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 |

Distinction through quality and cooperation.

In tourism, ST serves as the key information hub and centre of expertise for effective global marketing.

ST's aim is to be a leader and role model in tourism, with high-quality and creative marketing inspiring both regional and local partners in promotion, E-marketing, key account management and key

media management. ST specialists are closely involved in the development of sustainable tourism around Switzerland, taking on economic, social and environmental responsibilities as well as conserving the nation's cultural spaces.

ST works with 993 partners around the world and operates nearly 150 business plans with tour operators. ST opens up new sales channels to them and creates platforms for a stronger market presence – a service that particularly benefits smaller destinations.

Enjoy Switzerland.

Through Enjoy Switzerland, ST advises and assists tourism destinations in developing marketable and innovative products.

Industrial espionage in Glarus

Glarus has a rich industrial history, centred on beer, pastries and the unique Schabziger cheese. In 2013 the project "Industrial espionage" saw 11 local firms open their doors for tours. A flood of visitors resulted, along with over four million media contacts. The project will be repeated in the coming winter.



Gstaad Alpkäse repositions itself

Good cheese is like fine wine: not merely a culinary highlight, but a tourist plus for a region. For "Gstaad authentique" ST was involved in the market launch of Gstaad Alpkäse. Enjoy Switzerland assisted the local project manager and encouraged the positioning and advertising of the cheese experience as added value for tourists.



The management representatives of the winning hotels at the PRIX BIENVENU award ceremony on Swiss Vacation Day 2013: J. Zollinger, Hotel Villa Honegg, C. Fontana, Hotel Lugano Dante, Ch. Lienhard, Hotel Hof Weissbad, and Ph. Zurkirchen, Art.Boutique.Hotel Beau-Séjour (from left).

Hospitality.

The first PRIX BIENVENU for the friendliest hotels

At Swiss Vacation Day 2013, ST awarded the PRIX BIENVENU for the first time. Switzerland's friendliest hotels were judged on the basis of guest evaluations on over 250 booking and rating platforms by TrustYou, a company specialising in online reputation management. The PRIX BIENVENU will become an annual event. It offers recognition and motivation, but also emphasises the importance of online evaluation platforms and thus the value of guests' personal impressions.



Living tradition: fearsome forms with hideous wooden masks headline the Tschäggättä, a pagan carnival tradition in Valais.



Marketing strategy.

Maximum orientation: ST marketing strategy.

With its main campaigns and theme products, ST offers visitors clearly structured products oriented to their needs – with an emphasis on quality.

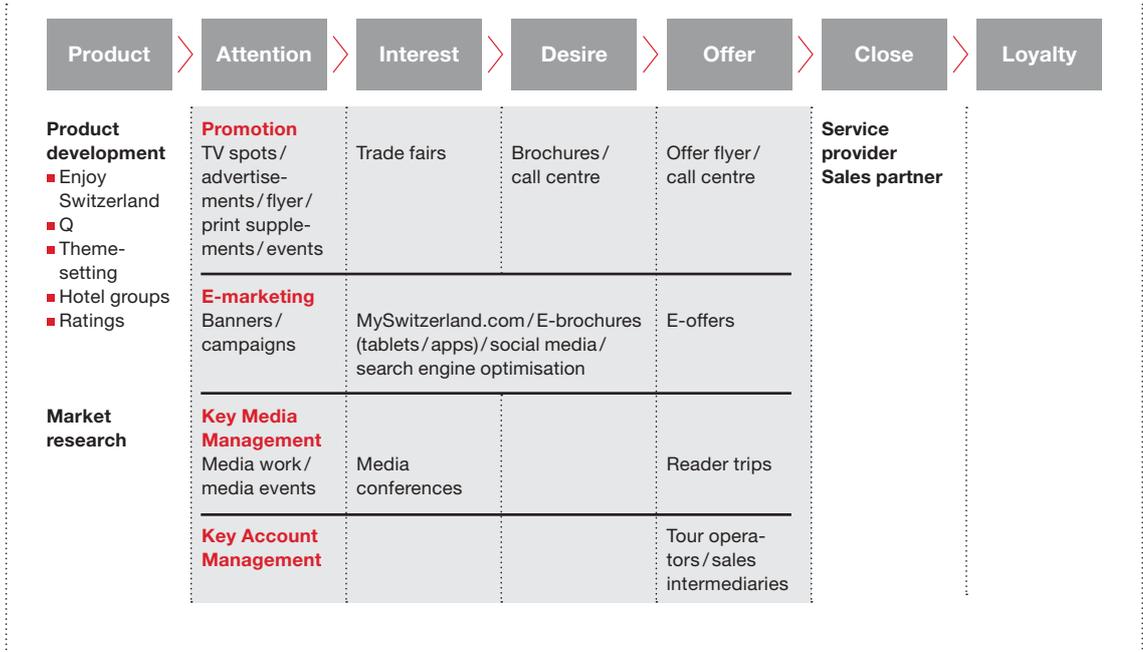
ST promotes Switzerland throughout the world by means of its main product campaigns – Summer, Winter, Cities and Meetings – as well as theme products. A central feature is the marketing

of clearly positioned hotel groups and non-hotel accommodation. The hotel groups are oriented to visitors' requirements: "design & lifestyle", family holidays, history, luxury, "typically Swiss", wellness, or inspiring meeting hotels.

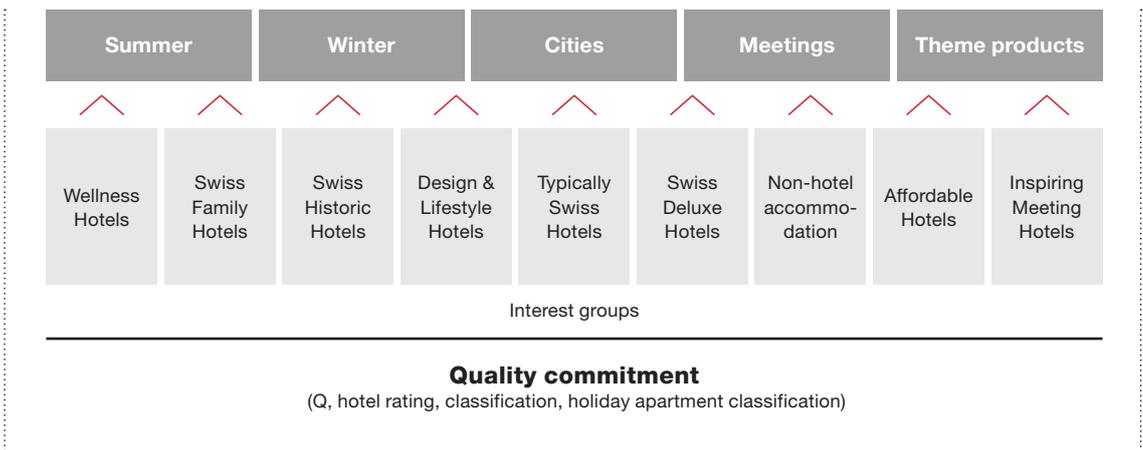
The clear demarcation of these main campaigns, theme products and hotel collaborations provides maximum guidance for visitors, who can easily access attractive offers from campaign partners – and any information they may need. This model is supported by an all-round drive for quality.

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.

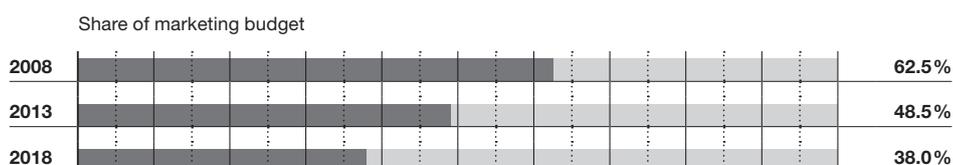


Budget allocation to the four elements of ST marketing.

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.

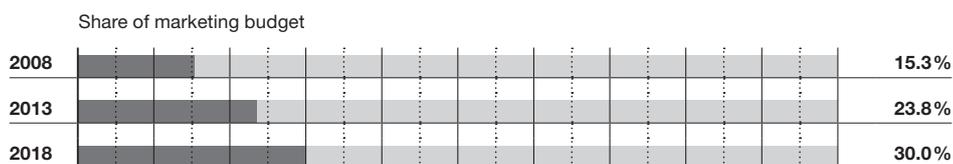
Promotion: stimulating interest

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.



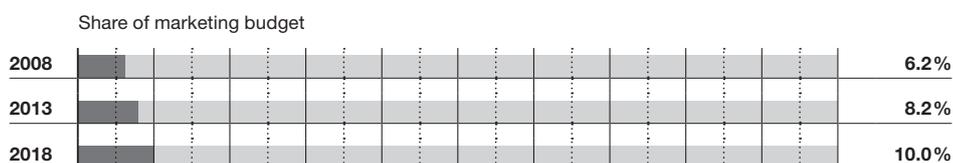
E-marketing: conducting dialogue

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.



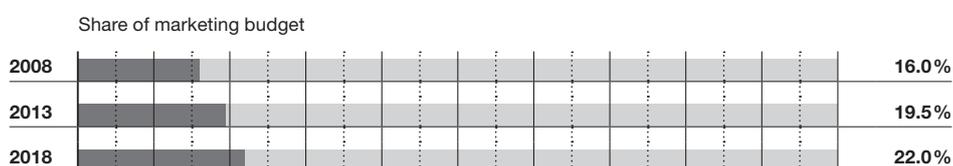
Key Media Management: helping the media

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. In a new development, from 2013 ST is coordinating collaboration with the most important tour operators worldwide centrally from its headquarters in Zürich.



The four key elements of integrated marketing.

Our marketing stars Sebi and Paul during filming.



Facts and figures.

| Promotion | | 2013 | 2012 |
|------------------------------------|----|-------|-------|
| Advertising & marketing contacts * | bn | 5.90 | 4.93 |
| Brochures distributed ** | m | 34.13 | 34.53 |
| High-value customer contacts *** | m | 3.37 | 2.43 |

* 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

Old customs, new media:
flag-throwing online.



Facts and figures.

| E-marketing | | 2013 | 2012 |
|------------------------|---|-----------|-----------|
| Web visits per day * | | 71,873 ** | 72,312 ** |
| Web visits per year * | m | 26.23 ** | 26.39 ** |
| Languages | | 15 | 15 |
| Hotels | | 2,111 | 2,188 |
| Holiday apartments | | 24,290 | 25,660 |
| Partner websites | | 68 | 68 |
| E-CRM partners | | 27 | 23 |
| Newsletter subscribers | | 685,215 | 603,888 |
| Newsletters sent | | 9,594,026 | 8,576,553 |
| Mobile app downloads | m | 1.91 | 1.53 |
| Social media contacts | | 947,451 | 435,547 |

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

Promotion.

Attractive TV and print advertisements, exclusive special offers, live campaigns and trade-fair appearances: ST uses every kind of promotion to market Switzerland in all its variety worldwide.

For example ... Sebi and Paul

These two likeable characters reappeared this summer advertising Swiss traditions. In a new ad, shown on TV worldwide and online, Sebi and Paul pick up two friends from abroad at the airport and accompany them with typical warmth and humour on a trip through the diversity of Swiss customs.

E-marketing.

In an increasingly connected world, digital communication plays a central role. ST continues to pioneer eye-catching innovations, from imaginative social media campaigns to great apps.

For example... flag-throwing online

ST livened up Swiss customs online, inviting people to a flag-throwing contest at MySwitzerland.com. The aim was to throw the flag as expertly and accurately as possible. There were 22 throwing moves available, from "Under the leg" to "Pilatus throw". The prize was a Swiss holiday staying in a tradition-rich hotel, including alphorn blowing and a dairy visit.

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 ...

Xherdan Shaqiri as a winter ambassador

ST and Arosa Tourism's goal was to make the beauty of the alpine winter accessible to the children of parents who had immigrated to Switzerland. Arosa made a bet with footballer Xherdan Shaqiri, who plays on the Swiss national team, that even as a second-generation Swiss he would love winter in the mountains. The result: 11 million media contacts, a delighted Shaqiri, and Arosa won the bet.



Betting man: Xherdan Shaqiri ventures onto the ice in Arosa.

Facts and figures.

| Key Media Management | | 2013 | 2012 |
|--------------------------------|----|--------|--------|
| Media contacts | bn | 10.28 | 10.53 |
| Media reports generated | | 13,790 | 12,776 |
| Participants on ST media trips | | 2,045 | 1,988 |
| TV teams | | 141 | 120 |
| Media conferences | | 93 | 87 |

Key Account Management (KAM).

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

For example ...

The 17th Switzerland Travel Mart

The Switzerland Travel Mart (STM) is the Swiss tourism industry's largest and most important trade fair. As the organiser, ST brought together Swiss providers with tour operators from all over the world. The 17th event hosted 380 local service providers and generated around 270,000 additional overnights – revenue of around CHF 72 million.



STM is the Swiss tourism industry's most important trade fair.

Facts and figures.

| Key Account Management | | 2013 | 2012 |
|--------------------------|--------|------|------|
| KAM-generated overnights | m | 4.61 | 4.27 |
| Tourism turnover * | CHF bn | 1.20 | 1.08 |

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



On the wings of fantasy: during carnival, 18,000 masked revellers such as Waggis (middle) and the "Rhine pirate" besiege Basel for 72 hours.



Campaigns.

Cities.

A shop-window of art and culture.

Old town districts full of history and stories and an impressive variety of high-quality culture: these were the themes of ST's Cities campaign.

This year's ST theme "Living traditions" was implemented in the Cities campaign. Here the focus wasn't on ancient rituals but on urban stories against a historical backdrop. The visitor was able to experience it all at first hand – from the foundation of a city to current roles as a trendsetter, business metropolis or cultural hub.

The campaign focused on the variety and density of superior art and culture, as well as themes such as design, gastronomy and nature/water. It was thus not restricted to tourist infrastructure, but made reference to quality of life and – thanks to excellent rail connections – to the surprising proximity to the next town or the mountains.

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 Zürich)**

Facts and figures.

| Cities | | 2013 | 2012 |
|--|--|------|------|
| Budget | CHF m | 8.5 | 8.2* |
| Share of total budget | % | 8.9 | 8.1 |
| Target markets | BE, CH, DE, ES, FR, IT, RU, UK, US (with CA) | | |
| Brochures distributed | m | 5.9 | 3.0 |
| Participants on ST media trips | | 332 | 381 |
| Media conferences (home and abroad) | | 26 | 23 |
| Media contacts (readers, viewers, listeners) | bn | 2.13 | 2.09 |

* Including impulse programme

Main partners of the Cities campaign:





Inaugurating the new direct flight from Zürich to Singapore: Urs Eberhard (ST), Lee Seow Hiang (Changi Airport), Harry Hohmeister (SWISS) and State Secretary Mauro Dell’Ambrogio.



3,200,999

Campaign views

The “MakeMySwitzerland” app for the “A+” campaign was downloaded over 10,000 times. The campaign itself had more than 3.2 million views.

International

Southeast Asia comes closer.

In another big step to ease access for guests from Southeast Asia to Switzerland, SWISS established a time-saving connection between Switzerland and Southeast Asia by launching a non-stop flight from Zurich to Singapore in May 2013. ST orchestrated the media campaign for this inaugural flight, generating ten million media contacts in Singapore. At the same time, Air China also launched a new non-stop flight between Beijing and Geneva.

International

Youth Cities campaign “A+”.

In order to appeal to a young demographic in the British, French and German markets, ST launched a second campaign alongside Swiss Cities. The “A+” campaign is based on the newly-developed app “MakeMySwitzerland”. 30 young ambassadors from Basel, Bern, Geneva, Lausanne, Lucerne, Lugano and Zürich offered personal tips and surprised users with insights into unknown subcultures. ST relied on social media and online channels of communication. By the end of the year, the app had been downloaded 10,000 times.



Enthralled Koreans: TV show “Gramps Over Flowers”.



Switzerland – the theme.

“Gramps Over Flowers”, a Korean TV show, accompanied five visitors for ten days through France and Switzerland. Their goal was to convey attractive new travel ideas to an older TV audience that enjoys travelling and has substantial purchasing power. Around 5.4 million people watched the show, preferring the Swiss stages. It was the most discussed show from abroad among viewers. In 2013 the Korean market generated nine percent more overnights than in the prior year.



Meetings.

Higher occupancy rates thanks to conferences.

Around one-fifth of all overnights in Switzerland are generated by the conference tourism sector. ST is expanding its meeting service.

ST ramped up campaigning in the new markets of China, India and Brazil, and also initiated incentive trips for companies from these markets, primarily to Swiss cities. At the same time ST promoted the perfect off-season conditions in the alpine region.

22 ST specialists work under the name of the Switzerland Convention & Incentive Bureau (SCIB) to market Switzerland as a location for meetings, with an emphasis on attracting multi-day events for foreign companies and international associations.

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

Partner

- SCIB members

“Every fifth overnight is generated by the meetings industry.”

Barbra Steuri-Albrecht, Head of Meetings & Incentives

Facts and figures.

| Meetings | | 2013 | 2012 |
|--|-------|---------|---------|
| Budget | CHF m | 6.5 | 6.2 |
| Share of total budget | % | 6.8 | 6.2 |
| Tourism revenue | CHF m | 56.0 | 65.0 |
| Visits to MySwitzerland.com/meetings | | 284,300 | 259,333 |
| KAM-generated overnights | | 167,830 | 194,749 |
| Number of meetings, events & conferences | | 714 | 710 |
| Number of quotation requests processed by SCIB | | 1,388 | 1,191 |

Bertrand Piccard, Swiss psychiatrist and adventurer, opened the MPI industry conference in Montreux as keynote speaker.



International
First-hand inspiration.

With over 20,000 members and 86 sections, Meeting Professionals International (MPI) is the world's largest meeting and event industry association. ST campaigned to have the MPI industry conference held in Switzerland, and took the occasion to showcase the almost endless possibilities of Switzerland as a meetings hub. The host city was Montreux, after Davos in 2006.

International
Staunch ambassadors.

ST invited around 50 decision-makers from federal, business and scientific associations to City Hall in Bern, where acknowledged experts set out the advantages of Switzerland as a conference and networking location. Those present pledged to campaign in their global networks for Switzerland as a conference destination.

International
Inspiring hotel collaboration.

Every fifth Swiss hotel overnight is generated by meetings, and is worth CHF 330 on average. In order to support those responsible for meetings and to satisfy the demand for unusual meeting locations, ST initiated the collaboration "Inspiring Meeting Hotels: where meetings become experiences." The most important means of communication was a brochure with a selection of 50 exceptional business hotels.



Heavenly dining experience: networking event "Dinner in the Sky" in Brussels with important decision-makers.



Raising the awareness of global organisations.

Making new contacts and demonstrating the advantages of Switzerland as a conference destination to decision-makers of international organisations, ST used the "Dinner in the Sky" event in Brussels to invite 17 general secretaries of prestigious associations to a unique dining experience – the table, together with the guests, was lifted by crane high above the rooftops. The event sparked much interest in Switzerland and a quote request for a conference with 300 attendees.

Summer.

A rediscovery of old traditions.

In the “Year of customs”, ST invited people on a voyage of discovery through a Switzerland full of traditions, and recorded how passionately customs are kept alive to this day.

Swiss wrestling, playing Hornussen, blowing the alphorn, the Valaisian Tschäggättä, the Bachfischet in Aarau, Zürich’s Sechseläuten: Switzerland is rich in traditions and customs. Across the country they have been nurtured and kept alive to this day. But where did they come from, what’s behind them, and why are they so typical for the country’s various linguistic and cultural regions?

In 2013 ST undertook a rediscovery of old traditions, drawing attention to them in grand style – with 39 summer media conferences, a global campaign, 23 million brochures distributed, 400 suggestions on MySwitzerland.com and the popular “45 top tips for holidays in Switzerland”.

Summer

“Our tradition is passionately different.
Our backdrop breathtakingly beautiful.
Our visitor is the focal point.”

Core content

- Customs and traditions
- Outdoor experiences
- Typically Swiss and Swiss Historic Hotels
- City experiences

Partners

- Regions
- Destinations
- Swiss parks
- SwitzerlandMobility
- UNESCO Destination Switzerland

Facts and figures.

| Summer | | 2013 | 2012 |
|--|-------|-----------|-----------|
| Budget | CHF m | 36.8 | 45.8* |
| Share of total budget | % | 38.6 | 45.4 |
| Target markets | | worldwide | worldwide |
| Brochures distributed | m | 23.0 | 29.0 |
| Visits to MySwitzerland.com | m | 13.0** | 13.2** |
| Participants on ST media trips | | 896 | 877 |
| Media contacts (readers, viewers, listeners) | bn | 3.9 | 4.0 |
| KAM-generated overnights | m | 2.9 | 2.8 |

* Including impulse programme; ** Including Cities campaign content

Tourism partners of the Summer campaign:



Coveted photo subject: New Year's Eve Spirits at the international media trip in Appenzell.



International

A “Stubete” for media from across the globe.

140 travel journalists from 33 countries accepted ST and Appenzellerland Tourism’s offer of an international media trip. There were 11 different daily programmes, as well as 11 three-day tours right across Switzerland, on the theme of “Living traditions” – a first-hand experience of the diversity of customs and landscapes. The media reports should generate the equivalent of CHF 4.2 million in advertising (precise figures will be available in the fall of 2014).



International

Summer magazine “mySwitzerland”.

The summer magazine “mySwitzerland” – distributed globally in six languages with a print run of 350,000 copies – told readers about Swiss search engines (St. Bernard dogs), alpine cell phones (alphorns), Helvetic flights of fancy (flag-throwing) and animal parades (cattle-driving). It offered the reader and potential visitor to Switzerland an array of magnificent imagery, as well as lots of exciting stories on the topics of traditions and customs.



Fearless: Stephan Zbinden (left) gets in the ring to face the French rugby star Sébastien Chabal.



Two men in the sawdust.

ST Paris chose the famous French rugby player Sébastien Chabal as ambassador for Swiss traditions. The encounter in Switzerland between Chabal and Stephan Zbinden, Swiss wrestling champion from Fribourg, was filmed. In Paris, Chabal couldn't up-end Zbinden, but the contest entertained 100 or so journalists – reflected in the 23 million media contacts generated by the event. Amongst the partners were Valais, the regions of Fribourg, Lake Geneva, Jura and Three-Lakes, and STS and TGV Lyria.



Great interest in Switzerland: the street fair in Wiesbaden.



A roadshow through Germany.

At seven events in Munich, Stuttgart, Frankfurt, Cologne, Hamburg and Berlin, ST presented Switzerland as a land of customs both interactively and culinarily to German media and VIPs. Coverage was followed up by TV and radio ads, Facebook campaigns and a competition on MySwitzerland.com. The high point was a “Swiss street” staged at the famous Wilhelmstrasse fair in Wiesbaden. In total, over 66 million marketing and media contacts were generated.



Closely linked: Swiss public transport such as the Rhaetian Railway here in Graubünden.



Switzerland for 309 million Chinese.

A team from World Traveller put the Swiss Travel System through its paces for 16 days, conducting research in Zermatt, Engadin St. Moritz, Davos, Ticino, Lucerne, on Mt. Pilatus, Mt. Titlis, in Interlaken and on Lake Geneva. The consistently positive results were published chiefly in August and September, when the Chinese typically plan their holidays. The World Traveller Media group is China's leading multimedia company, producing diverse magazines, TV shows and websites that reach around 309 million viewers and readers.



Swiss Quiz: Japan in the mood for a puzzle.

Together with their strategic partners, for five months ST and SWISS attracted the Japanese market to the website myswiss.jp with their online competition "Go!Swiss" (100,000 clicks). The campaign received saturation coverage on several online platforms and through magazine advertisements. The grand prize was a complete "Swiss travel set", including flight, hotel, Swiss Pass, shopping vouchers and much more.



Sebi and Paul conquer the USA.

These two real-life characters and ST marketing stars visited the USA for a surprise appearance at the Switzerland event at Virtuoso Week in Las Vegas, the most important meeting for travel agents in the luxury segment. Before that Sebi and Paul travelled to Los Angeles, and afterwards to New York for stories for the Swiss media, and a photo shoot for a social media campaign to take place in North America in 2014. SWISS was the strategic ST partner.



The "Grand Tour" by Thomas Cook – (from left) author Diccon Bewes; Margaret Morrell; Paul Smith; Heidi Reisz, ST staff; Peter Williamson; John Morrell; poet Helen Mort.



150 years of Thomas Cook.

Thomas Cook founded the "Grand Tour" through Switzerland 150 years ago and thus laid the basis for modern tourism. On this anniversary, ST restaged this historic event by retracing the British pioneer's journey. Among the participants were two descendants of Miss Jemima Morell, who kept a diary of the trip 150 years ago, as well as journalists and the Thomas Cook archivist. There were more than 40 media reports and over 11 million media contacts were generated. 75 Grand Tour packages had been booked by the end of 2013.



Jimin Han is a film star in South Korea – and since the summer of 2013 she is also a big fan of Switzerland.



Grüezi Korea, Grüezi Jimin Han!

Every two years, ST engages a South Korean celebrity star as a “goodwill ambassador.” This year ST chose Jimin Han, bringing the actress to Switzerland and showing her around the country, accompanied by representatives from South Korean media. In Gruyères, Jimin Han learned how cheese is made; she visited Lucerne’s flea market, and turned herself into Heidi in Zermatt. The result was over 19 million media contacts and over 30,000 likes on Jimin Han’s Facebook page.



Sandra Kiriasis (left), the German Olympic bobsleigh champion and patron, with the ST team: M. Albrecht; A. Seeling; K. Eichler; Jörg P. Krebs, Director Central and Eastern Europe; C. Marugg; and Jürg Schmid, CEO of ST.



New ST office in Stuttgart.

In order to better pool its resources, ST optimised its former organisational structure in Germany by reducing five districts to three: the representations in Frankfurt (country management) and Berlin remain, with Stuttgart joining them as a new office. This new location in Baden-Württemberg covers the most important source market for Switzerland. Around 50 guests took part in the opening festivities in June, among them media representatives and partners, as well as celebrities from business and politics.



Italian collaboration with Porsche.

For three days of wellness, fine dining and heavenly driving roads, Porsche invited 11 Italian automotive journalists on a media trip through Switzerland. ST took care of the programme, which fitted the Porsche image perfectly. The journalists ended up suitably impressed by both Porsche and Switzerland. The articles published up until the end of 2013 reached 4.2 million readers; further stories are planned. ST made important new media contacts.



Arab tour operators at a Switzerland workshop.

Gulf states

An efficient roadshow in the Gulf.

In order to make the Gulf states more aware of Switzerland as a holiday destination, ST staged a roadshow, showcasing a series of exciting workshops. Over a week ST brought together the most important media and tourism representatives in Jeddah, Riyadh, Dammam, Al Qassim, Kuwait, Manama, Doha, Muscat, Dubai and Abu Dhabi to show them the most beautiful parts of Switzerland. ST distributed over 15,000 brochures in English and Arabic, and generated over 50 media articles.

Winter.

ST mobilises ski instructors.

To make the winter a unique adventure for visitors, ST had Swiss ski instructors – who know winter's most beautiful side – speak from their own experience.

The prognosis was already good before the 2013/2014 winter season: the industry had invested substantially in new facilities, demonstrating the desire for innovation and an awareness of quality. Three new multiple skiing areas opened in Arosa-Lenzerheide, Zinal-Grimentz and Le Chable-Bruson. For winter marketing, ST had an embarrassment of riches.

In order to help visitors who were spoilt for choice with so many high-quality options, ST let winter sport instructors give away some secrets. In a global winter campaign, ST turned them into trustworthy ambassadors for the Swiss winter, or “snow concierges”. The ski instructors appeared at 28 media conferences and offered their advice in “myTop10” booklets, which were distributed 2.93 million times, and online in six languages.

Winter

“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 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 | | 2013 | 2012 |
|--|-------|-----------|-----------|
| Budget | CHF m | 18.4* | 21.0* |
| Share of total budget | % | 19.3 | 20.8 |
| Target markets | | worldwide | worldwide |
| Brochures distributed | m | 19.0 | 15.2 |
| Visits to MySwitzerland.com | m | 13.2** | 13.2** |
| Participants on ST media trips | | 640 | 648 |
| Media contacts (readers, viewers, listeners) | bn | 3.3 | 2.4 |
| KAM-generated overnights | m | 1.3 | 1.1 |

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

Tourism partners for the Winter campaign:





International

Secret tips from the snow concierges.

When it comes to winter, our ski instructors are the top experts. They know the most beautiful downhill runs, the hippest après-ski bars, the cosiest fondue spots and the loveliest chalets. Seven of them gave away their personal secret tips in the booklet “myTop10”, enriched with “augmented reality” (see page 39), in the form of additional interactive and multimedia information on mobile devices with ST’s app Swiss Extend. Visitors could also upload their own tips at MySwitzerland.com/mytop10. This promotion sparked much interest: the myTop10 microsite had generated 616,000 site views by year’s end.



Popular campaign for the start of the winter season: Swiss ski instructors in Zürich offer secret tips.



No holding back the ski instructors.

Charming, high-spirited and tanned: on 26 October, 550 Swiss ski instructors from 75 winter sports destinations mingled with the public in Zürich, Bern and Lausanne, offering secret tips and stimulating interest in a Swiss winter sport adventure. 16,000 “myTop10” booklets were distributed to people in stations, shopping malls and pavement cafés. It was a well-received promotion by ST and Swiss Snowsports to mark the start of the winter season. The official winter launch followed two days later at media conferences in Zürich and Lausanne.



Chinese ski instructors training in Celerina, Graubünden.



The Chinese as snow ambassadors.

Winter sports are a relatively new pastime in China. As a result, good ski instructors are in great demand. During a one-day evaluation, Swiss Snowsports and ST chose eight Chinese ski instructors, flew them to Switzerland with SWISS, and developed them into kids instructors over the winter season in eight different destinations. Thanks to this experience, the ski instructors will be sought-after winter sport experts – and thus outstanding snow ambassadors for Switzerland. A longer-term aim is also to be able to offer Chinese-speaking ski instructors in Switzerland.



A true success story.

For the seventh year in a row, ST Russia and its partners staged a “Winter Launch” in Moscow and St. Petersburg. Up-to-date news from Switzerland was promoted in workshops and at networking dinners for tour operators and the media. Over four days, 65 Swiss tourism experts met 162 journalists and 347 travel buyers. Expectations were once again exceeded: as the record number of 1.5 million media contacts shows, the “Winter Launch” in Russia is a true success story.



The key points in eight minutes: ST workshop in Amsterdam.



Become a winter expert through speed-dating.

40 Dutch tour operators and journalists met key Swiss partners and destinations: not an everyday workshop, but “speed-dating” staged by ST Amsterdam and the Heineken Experience. In eight-minute cycles, contacts were made, information exchanged and points scored – people quickly became winter experts. ST presented a broad-ranging portfolio of winter sport destinations, helping journalists and tour operators deepen existing knowledge and discover new ideas.



Neckermann goes Switzerland.

The tour operator Neckermann significantly expanded its winter offering in Switzerland following a partnership with ST in Hungary, Poland and the Czech Republic. To this end, it created a special brochure (12,000 copies), supplementing it with an Xbox skiing competition focusing purely on Switzerland. Neckermann staff were trained by ST specialists for this cross-market campaign. Neckermann has 27 offices in Hungary, 20 in Poland and 15 in the Czech Republic.

Nordic countries

At the heart of the Nordic event industry.

Every year Eventyr, one of the Nordic countries’ most important event agencies, invites its most important clients and (potential) partners to Sweden’s biggest after-ski event. In 2013 ST was able to present itself for the second time as sole tourism partner. Alongside Flims Laax Falera, ST promoted Switzerland as a country for conferences and encouraged visitors to take an entertaining quiz. By the end ST had chalked up a strong social media presence and contacts with around 1,200 high-quality MICE decision-makers.



The Matterhorn in the palm of her hand: Raquel Lendrick, pro snowboarder and “Best Winter Resorts” host.



Swiss resorts first hand.

The Brazilian TV station Globo SAT wanted to film in just one Swiss destination for its report on the best European winter sport destinations. But ST was able to influence the producers, inviting them – in conjunction with SWISS and Swiss Travel System – to see the Swiss mountains for themselves. The crew spent an entire month in Switzerland. And it paid off: in their 11-part series “Best Winter Resorts”, they covered seven European ski resorts – five of which were in Switzerland.



The Absolute Radio crew visibly (and audibly) enjoying Switzerland.



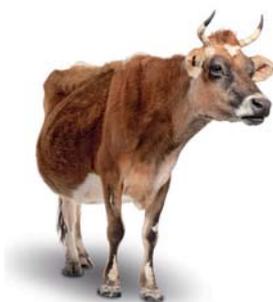
Winter tips for breakfast.

“Winter in Switzerland”, a joint project by ST London, the tour operator Crystal Ski and Absolute Radio, ran for two weeks on Absolute’s breakfast show. Ski instructors gave secret tips from their regions, radio hosts enjoyed the adventure on location and listeners were able to win great prizes: two short trips to the Bernese Oberland and Valais, and a one-week winter holiday in Saas-Fee. The promotion reached seven million listeners.

International

The moving winter magazine.

With augmented reality, a printed product becomes a multimedia experience. Using a free app, readers can scan a magazine page with their smartphone and bring the brochure to life, offering additional information. The picture of the skier transforms – on the screen he glides elegantly across the piste. ST first utilised this technology in their winter magazine 2013/2014. In the future it will be used regularly to make printed materials more exciting – and enticing.



Swiss cow bingo at the trendsetting trade fair.

At the Mountain Travel Symposium (MTS) in Aspen, Colorado, 1,200 people played cow bingo. ST organised the event, with St. Moritz, Interlaken/Jungfrau Railway, Engelberg/Titlis and Valais as partners. MTS is North America’s most important winter tourism conference. Tour operators from the US, UK, Canada, South America, Australia and New Zealand come here to swap ideas. Switzerland positioned itself as the top winter destination at the one-week event. Cow bingo was the talk of the show.



Thanks to ST’s app Swiss Extend, a magazine becomes a film.

Themed campaigns.

Where families get into gear.

Switzerland is the world's most natural playground: for its family campaign, ST took an adventurous route.

Mysterious hiking paths, cool mountain-bike trails, speedy inline-skating routes and fantastic canoe

tours – Switzerland is one big natural playground. And not just for individuals, but particularly for families. In its themed campaign “Outdoor. Swiss made.” ST showed how diverse Switzerland’s options are, and how easy it is to experience adventure. In the eponymous brochure and at MySwitzerland.com/outdoor, ST presented 11 exceptional tours, including accommodation options. Hotels and luggage transport could be booked directly through the website.

Facts and figures.

| Themed campaign Families | | 2013 | 2012 |
|--------------------------------------|--------------------|----------------|------|
| Budget | CHF m | 0.8 | 0.6* |
| Share of total budget | % | 0.8 | 0.6 |
| Target markets | CH, BE, DE, IT, NL | CH, DE, FR, NL | |
| Brochures distributed | m | 0.45 | 0.14 |
| Visits to MySwitzerland.com | m | 0.56 | 0.28 |
| iApp downloads | | 70,000 | |
| Themed campaign Outdoor. Swiss made. | | | |
| KAM-generated overnights | CHF m | 0.6 | |
| Share of total budget | % | 0.6 | |
| Target markets | | CH, DE, IT, ES | |
| Brochures distributed | m | 0.44 | |
| Visits to MySwitzerland.com | m | 0.18 | |

* Including impulse programme



Family promotion in Swisscom shops.

Collaboration between ST and its presenting partner Swisscom was fully geared towards families. Out of this cooperation in 2013 came the brochure “Families on tour”, which recommended multi-day trips to take in Switzerland’s top 45 family experiences. Around 40,000 copies were distributed in 130 Swisscom shops. Another result of this close collaboration between ST and Swisscom was the multi-award-winning app “Family Trips”, which was integrated into various Swisscom publications.

International

Family Trips: playing away.

“Family Trips” is as spontaneous and full of surprises as everyday family life. This multi-award-winning app for mobile devices was developed by ST and Swisscom to promote Switzerland for family adventures. Beneath a brightly coloured user interface, it playfully presents 1,200 family adventures. With filters such as “weather”, “age of children” and “duration”, the tips can be sorted to suit everyone’s needs. The app has been downloaded a total of 70,000 times.



Multiple awards at “Best of Swiss Web 2013”: the “Family Trips” app by ST and Swisscom.



At the Spartacus media conference in Ghent, brave Cancellara fans measured up.



Cancellara as a draw card.

The professional cyclist Fabian Cancellara enjoys cult status in Belgium, where cycling is extremely popular and a national sport. There is even a Belgian Cancellara fan club, Club Spartacus – the largest outside Switzerland. Together with Cancellara, ST launched the cycling competition “Become the new Spartacus in Switzerland”, generating around seven million media contacts and extraordinarily high interest in its products “Outdoor. Swiss made.” and “Cycling in Switzerland”.



Conquering the Rhine route with enthusiasm: contest winners Inge van Drunen and René de Regt.



E-power for the Netherlands.

ST Netherlands and the outdoor magazine “Op Pad” held a contest to find two adventurers to cover parts of the route along the Rhine from Switzerland to Amsterdam on E-bikes. Through the social media community of “Op Pad” and ST, users came forward to interview the two along the way. This promotion drew attention in an unconventional way to Switzerland as a country for cycling, and integrated the end-consumers directly into the campaign. The focus on social media was also effective: around 5,000 people followed the adventure on Twitter and roughly 4,000 on Facebook.



Traditional to their fingertips: a Tracht group dances at Ballenberg. This unique open-air museum is one of Switzerland's most popular tourist attractions.



Focus.

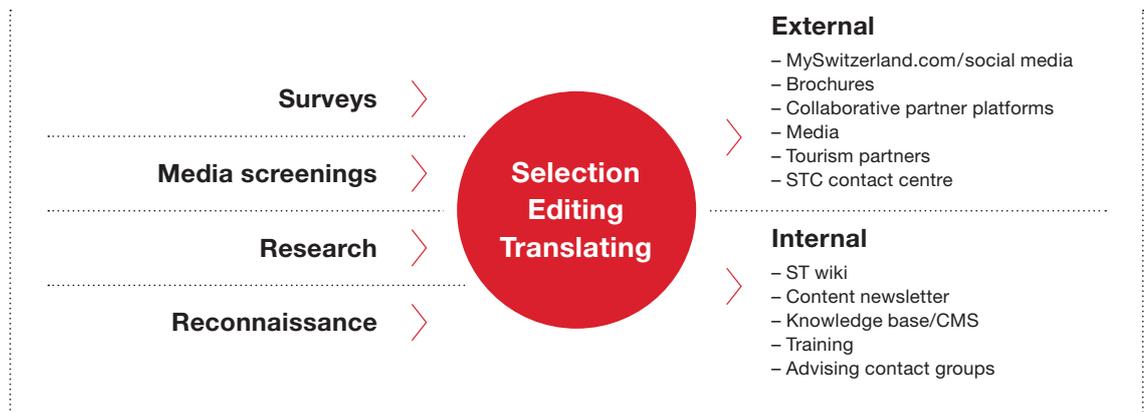
ST department: Content Management.

There's no marketing without content. Content Management is the knowledge centre for information about Switzerland as a tourist destination.

Content Management is the research centre for tourist highlights and secret tips, the service centre for marketing and PR, the knowledge centre for tourism content, and the main input provider for ST marketing activities. Under the management

of Fabienne Repond (who took over from Roland Baumgartner mid-2013), Switzerland experts compile information on Switzerland as a tourist destination – the most beautiful winter hiking trails, the most spectacular waterfalls, “100 traditions and customs”, “101 excursions for groups”, and much more. Research and surveys on central thematic subjects are processed carefully, as is tourist news. Tourism partners can receive advice on working with content and the media, while travel journalists can get ideas on destinations and much more. Content Management strives to continually expand the knowledge of Switzerland within ST.

Content Management.



Five questions for Fabienne Repond, Manager of Content Management ST.



“Above all, news must be communicated quickly and with strong images.”

Fabienne Repond, Manager of Content Management ST

What are the challenges of Content Management?

More and more channels of communication require distinctive, quality content. The media and visitors demand more insightful, unknown tips about hidden attractions – and naturally that requires a great deal of research.

How has the work of Content Management changed over the last few years?

Social media platforms and the chat function on MySwitzerland: through these new interactive channels content is needed ever more quickly. Instant communication demands instant feedback.

Special issue of Switzerland magazine.

The importance of Switzerland as a holiday destination is also evidenced by special editions of renowned travel magazines.

ST's media department and those responsible for PR in our markets are in close contact with media producers – as sparring partners, providers of ideas and analysts. This is how ST provides motivation, as well as the necessary support, for the publication of 21 mono-thematic Swiss magazines. This went particularly well in 2013 with a total print run of 2.3 million copies and a readership of 7.7 million in total.



A selection of mono-thematic magazines published worldwide and created in close cooperation between ST and its partners.

What content is particularly sought after by visitors and the media?

The news is the driving force, especially for work with international media. We try to always stay abreast of things, screening national and regional media every day. Four times a year we run a news survey with our tourism partners. These surveys have become an institution – we're always receiving better and more exciting input.

What constitutes good content?

Above all, news must be communicated quickly and with strong images. If we don't discover what fabulous adventures and offers are out there, then we can't feed them into the channels of communication in a timely manner.

Unfortunately sometimes we still just stumble across important news, often without accompanying images – and especially now, in the digital age, a good picture is worth a thousand words.

Are all regions treated equally by Content Management?

We take our task very seriously and work hard to put together regionally balanced tips. This is difficult with thematic campaigns because the specific topic has priority. In other cases we try to cover the whole country, though not every region actually has a winter hiking trail online, say. Coverage also depends on the quality of imagery we receive.

Two questions for Ivan Breiter,
Market manager ST Southeast Asia.



What do people in Southeast Asia think of Switzerland?

Switzerland just won the Dream Destination Award from Lonely Planet Thailand – that says it all. For Southeast Asia, Switzerland is the land where milk and honey flows, famous for its cleanliness, snow, fantastic shopping and exoticism. A must on any trip to Europe!

What are visitors' booking patterns?

For many years Southeast Asians typically travelled in groups – which was also a question of visas and flexibility. Nowadays they're looking more and more for an individual experience and don't just want to be served up the usual clichés.

“In Southeast Asia, Switzerland is a must on any trip to Europe!”

Ivan Breiter, Market manager ST Southeast Asia

Focus market Southeast Asia.

In 2013 Indonesia, Singapore, Thailand and Malaysia showed the strongest growth of all the active markets. ST is doing all it can to exploit this momentum.

Southeast Asian economies are booming, the middle class is growing and the elite are financially secure: for this reason, ST has run offices in Singapore, Kuala Lumpur, Bangkok and Jakarta. As well as trips in groups, as families and for honeymoons, motivational trips (incentives) are particularly sought after. ST is directly influencing this sector, working with the most important tour operators and developing new itineraries suitable for this market. The main goal is for visitors to stay longer in Switzerland (current average 1.8 days).

Facts and figures.

Southeast Asia

| | | |
|---|---|------------------|
| Overnights 2013 | | 420,742 |
| Overnights 2003 | | 162,499 |
| Growth in overnights (2003–2013) | % | + 258 |
| Opening of the ST office in Singapore (presence since 1999) | | June 2012 |
| Media contacts 2013 | m | 23.7 |
| Advertising & marketing contacts 2013 | m | 9.4 |



Charlie Chaplin in their sights:
a Malaysian TV shoot in Vevey.

Malaysian TV series.

The TV series “Travelodge” is enormously popular in Malaysia. In 2013 the entire 13-episode season took place in Switzerland. ST assisted in the organisation of the filming over three months, which covered all of Switzerland's tourism regions, as well as this year's theme “Living traditions”. Each “Travelodge” episode reaches over 200,000 viewers interested in travel. ST assembled new itineraries, promoted them around the series and estimated over 500 bookings, amounting to 6,000 overnights.

Two questions for Alex Herrmann,
Director ST Americas.



What is the perception of Switzerland in the Americas?

People have a very positive image of Switzerland, marked by popular clichés. They expect pristine nature, authentic culture, top quality, safety and cleanliness – but also relatively high prices.

Which products resonate with these visitors?

I often meet people in the US who visited Switzerland a long time ago or just for a short time. It's our job to get this target group to take another, longer trip. Active holidays with "soft adventures" for more mature travellers is also an approach. The high-end segment at four- and five-star level is also popular. In both cases, Switzerland has the best conditions and also offers ideal options.

“A mixture of active and high-end holidays sparks most interest.”

Alex Herrmann, Director ST Americas



Posing with the head chefs of Virtuoso hotels: (from left) Matthew Upchurch, Chairman and CEO Virtuoso; Anja Loetscher, Director Geneva Convention Bureau; Alex Herrmann, Director ST Americas; Philippe Vignon, Director Geneva Tourism.

Focus market USA.

Despite the continued weakness of the dollar, 2013 again saw significantly more US citizens visiting Switzerland than in the previous year.

There are many reasons for this turnaround, although the strength of the franc is barely one of them. The travel patterns of North American guests were positively influenced from a Swiss perspective by additional connections from Chicago and Miami, as well as improved consumer confidence. The most important target group for Swiss trips are the "golden agers", and Switzerland also has strength when it comes to visitors on high-end budgets – it is here that ST anticipates the greatest growth. Switzerland is becoming ever more popular with multi-generational families and lovers of the outdoors seeking safe and active adventures that are easy to reach.

Facts and figures.

| USA | | 2013 |
|------------------------------------|---|--------|
| Overnights | m | 1.6 |
| Change compared with 2012 | % | 4 |
| Media reports generated * | | 975 |
| Visits to MySwitzerland.com * | m | 2.2 |
| Advertising & marketing contacts * | m | 137 |
| High-value customer contacts * | | 89,600 |

* Including Canada

A top-class visit from the US.

Virtuoso is the leading group of luxury-sector travel agents in the US, Canada, Latin America and Australia. In 20 countries, Virtuoso travel agents generate 7,200 overnights in Switzerland, which is growth around three times greater than the market average, and is also a result of the high quality of Swiss hotels. In conjunction with top Swiss hotels, ST was able to bring the Virtuoso Chairman's Event and its approximately 150 participants to Switzerland. ST could count on the industry's generous support in taking care of this illustrious group on their trip from Zürich to via Gstaad GoldenPass Line and steamship to Lausanne, and finally on to Geneva.

Award-winning Switzerland.



Another Emmy for the travel show "TravelScope": Maja Gartmann (ST North America), Joseph and Julie Rosendo, Jenna and Jon Speyers.

In 2013 ST again won important awards for its engagement and innovative top-quality work.

ST North America received three prestigious awards alone. At the Virtuoso Travel Week in Las Vegas, ST North America was named the tourism marketing organisation of the year. With 330 travel agencies, Virtuoso members form the largest American network in the luxury travel market. ST North America was also recognised by "Prevue", one of the most popular meeting and incentive magazines in the USA, for their visionary initiatives in the areas of sustainability and innovation. In addition, ST took home an Emmy, the "TV Oscar", awarded to the travel show "TravelScope" for its Switzerland episode, which was developed with the comprehensive assistance of ST and at ST's invitation.



Precious metals from Switzerland

ST was honoured in Switzerland, scooping three prizes for its "Family Trips" app at the Best of Swiss Web 2013 awards: gold in the Mobile category, silver for Usability and bronze for Innovation. The TV and cinema winter ad "Time" won bronze at EDI, the Swiss awards for advertising and commissioned films.

Awards from all over the world

Russia honoured ST with two awards: in an online poll, the readers of "Discovery" magazine named the Swiss winter promotion the best of the year, and the readers of "National Geographic Traveler" selected Switzerland as the most attractive winter destination. In China ST won the Golden List Award of China Tourism for most attractive overseas itinerary, and in the Netherlands ST won Best Incentive Destination 2013 at the MICE & Business Travel Event.



Switzerland as best winter destination: Alexander Zhelesnyak ("National Geographic Traveler") and Natalia Sizova (ST Russia).



Best Incentive Destination: Martine de Knoop (MICE & Business Travel Event) with Lisette van Dolderen & Michael Herger (ST Netherlands).

Outlook.



Winning back regular visitors.

The success of tourism is directly dependent on winning back European visitors. ST is focusing its efforts here on regular customers who've already had two to five Swiss holidays: they constitute about a third of our European visitors. We want to spark fond and surprising memories of Switzerland and awaken a renewed desire to visit. For example, the Win-Back initiative which is planned for winter 2014–15 in Germany, will include activities targeted particularly on those German states with an affinity for Switzerland – Baden-Württemberg, Bavaria, North Rhine-Westphalia and Hesse. The focus here will be on women, who are important decision-makers when it comes to holidays, and the growing segment of active over-50s (Best Agers).

“ST’s focus in 2014 is on winning back European visitors.”

Jürg Schmid, CEO of ST

Spectacular views: mountain trips and a jubilee winter.

Switzerland remains expensive. It needs to highlight its quality and distinctive experiences. The main reason visitors come to Switzerland is its unique landscapes. So in its 2014 summer marketing campaign, ST is focusing on the authentic Swiss experience and the theme of views. Thanks to the mountain railways, views of peaks and landscapes are accessible to all and can be experienced first-hand. The new theme product of panorama trips will be prominently integrated. The 2014 winter will also be unique: to mark the 150th anniversary of winter tourism, ST will be launching “Switzerland – The Original Winter. Since 1864”.



A legendary invention:
the original Swiss army knife from Victorinox is known
the world over.



Figures and names.

| | | | |
|------------------------------|----|-------------------------------------|----|
| Board of Directors. | 52 | Balance Sheet 2013. | 56 |
| Executive Board. | 53 | Profit and Loss Account 2013. | 58 |
| International Marketing | | Notes to 2013 Financial Statements. | 60 |
| Management Team (MMT). | 54 | Report of the Statutory Auditors. | 61 |
| Switzerland Tourism Council. | 54 | | |

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



Jeannine Pilloud
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Federal Railways SBB
Member of the Management Board



Peter Vollmer, Dr.
Vice President Switzerland Tourism



Casimir Platzer
Board of Directors GastroSuisse,
President International
Hotel & Restaurant Association



Guglielmo L. Brentel
President hotelleriesuisse, hotelier



Marco Solari
President Ticino Turismo,
President International Film Festival
Locarno



Jean-Michel Cina
Minister of Economy, Energy and Spatial
Development, Canton of Valais



Urs W. Studer
Ex Mayor of Lucerne



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Business and Economic Faculty (HEC),
University of Lausanne



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Head of Department of Economy and
Social Services, Canton of Graubünden



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President AEROSUISSE



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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



Michel Ferla
Executive Vice President,
Director Europe West
until 30.04.2013



Martin Nydegger
Business Development



Gilles Dind
Director Europe West
as from 01.03.2013



Thomas Winkler
Portal Management & eMarketing



Daniela Bär
International Media & Corporate
Communication



International Marketing Management Team.

The MMT 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

Christina Marzluff

Head of Productions

Corinne Genoud

Country Manager Netherlands

Tiziano Pelli

Head of Research & Development

Alex Herrmann

Director Americas

Federico Sommaruga

Director Emerging Markets & Special Projects

Dominic Keller

Country Manager Switzerland

Barbra Steuri-Albrecht

Head of Meetings & Incentives

Jörg Peter Krebs

Director Central & Eastern Europe

Armando Troncana

Country Manager Italy

Marcelline Kuonen

Country Manager United Kingdom & Ireland

Switzerland Tourism Council.

Hans Amacker

CEO Rhaetian Railway

Jean-Michel Cina

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

Guglielmo L. Brentel

Board of Directors Switzerland Tourism, President hotelleriesuisse, hotelier

Robert Deillon

CEO Geneva International Airport

Aymo Brunetti, Prof. Dr

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

Elia Frapolli

Director Ticino Turismo

Marcel Bühler

CEO Swisscard AECS AG

Barbara Gisi

Managing Director Swiss Tourism Federation STV-FST

Martin Bütikofer

Director Swiss Museum of Transport

Fredi Gmür

CEO Swiss Youth Hostels, President Non-hotel accommodation Switzerland

Bernhard Christen

Head of Corp. Brand & Communication Management, Ricola AG

Hannes Jaisli

Deputy director GastroSuisse

Hans-Ruedi Christen

CEO Chocolat Frey AG

Christoph Juen, Dr

CEO hotelleriesuisse

Switzerland Tourism Council.

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Head of Tourism Affairs, State Secretariat for Economic Affairs SECO

Heinz Karrer

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CEO Flughafen Zürich AG

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Head of Partnership Marketing, Swiss International Air Lines Ltd.

Michael Maeder

CEO STC Switzerland Travel Centre AG

Andreas Meyer

CEO Swiss Federal Railways SBB

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CEO Hallwag Kümmerly + Frey AG

Beat Niedermann

Director, Corporate & Institutional Clients, UBS AG

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Head of Marketing Swisscom (Switzerland) Inc.

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Casimir Platzer

Board of Directors Switzerland Tourism, Board of Directors Gastro-Suisse, President International, Hotel & Restaurant Association

Ernst Risch

Managing Director Liechtenstein Marketing

Jean-François Roth

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

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Managing Director Europcar AMAG Services AG

Bruno Sauter

Deputy Minister of the Department for Economy and Labour, Canton of Zürich

Rolf Schafroth

CEO Global Travel Services Division, Member of the Executive Board, Kuoni Travel Holding Ltd.

Marco Solari

Board of Directors Switzerland Tourism, President Ticino Turismo, President International Film Festival Locarno

Ueli Stückelberger

Director Public Transport Association and Swiss Cableways

Urs W. Studer

Board of Directors Switzerland Tourism, ex Mayor of Lucerne

Hansjörg Trachsel

Board of Directors Switzerland Tourism, Member of the Government Council (GR), Head of Department of Economy and Social Services, Canton of Graubünden

Martin Tritten

Head of Tourism Department, beco Bernese Economy, Department of Economy, Canton of Bern

Mila Trombitas

Head of the degree course Tourism, School of Management & Tourism, Sierr

Peter Vollmer, Dr

Vice President Switzerland Tourism

Hans-Martin Wahlen

Delegate of the Board of Directors / CEO Kambly SA

Andreas Willich

Head of passenger traffic BLS AG

Anja Wyden Guelpa

Board of Directors Switzerland Tourism, State Chancellor of the Republic and Canton of Geneva

Guido Zumbühl

CEO Bucherer AG

Balance Sheet 2013.

1. Assets

| | Balance sheet 31.12.2013 | Balance sheet 31.12.2012 |
|---|--------------------------|--------------------------|
| | CHF | CHF |
| Current assets | | |
| 1.1 Liquid assets | | |
| Cash on hand | 55 689.45 | 42 464.44 |
| Postal accounts | 159 637.99 | 357 750.11 |
| Bank accounts | 13 323 280.53 | 13 129 018.98 |
| Total liquid assets | 13 538 607.97 | 13 529 233.53 |
| 1.2 Accounts receivable | | |
| 1.2.1 Receivables from sale of goods and services | 2 267 406.79 | 2 603 075.56 |
| Bad debt provision | -143 000.00 | -157 000.00 |
| 1.2.2 Other short-term accounts receivable | | |
| Guarantee obligations, advances, prepayments | 127 552.73 | 57 719.57 |
| Public institutions | 442 918.88 | 475 961.95 |
| Others | 987 984.92 | 1 203 339.57 |
| Total accounts receivable | 3 682 863.32 | 4 183 096.65 |
| 1.3 Stock and work in progress | | |
| Stock and work in progress | 245 892.30 | 225 537.40 |
| 1.4 Prepaid expenses | | |
| Prepaid expenses | 2 589 786.19 | 3 365 090.73 |
| Total current assets | 20 057 149.78 | 21 302 958.31 |
| Fixed assets | | |
| 1.5 Financial assets | | |
| Participations | 1 226 504.00 | 1 226 504.00 |
| Long-term receivables to third parties | 372 361.68 | 413 402.15 |
| Total financial assets | 1 598 865.68 | 1 639 906.15 |
| 1.6 Tangible assets | | |
| Office equipment, office machinery | 389 915.56 | 400 324.84 |
| IT equipment | 241 298.23 | 281 262.65 |
| Infrastructure for presentations | 384 644.53 | 622 710.37 |
| Total tangible assets | 1 015 858.32 | 1 304 297.86 |
| 1.7 Fixed assets real estate | | |
| Real estate | 7 132 909.11 | 7 341 034.11 |
| Total fixed assets real estate | 7 132 909.11 | 7 341 034.11 |
| Total fixed assets | 9 747 633.11 | 10 285 238.12 |
| Total assets | 29 804 782.89 | 31 588 196.43 |

2. Liabilities and owners' equity

| | Balance sheet 31.12.2013 | Balance sheet 31.12.2012 |
|---|--------------------------|--------------------------|
| Liabilities | CHF | CHF |
| 2.1 Short-term liabilities | | |
| 2.1.1 Short-term liabilities/accounts payable | 6 217 852.86 | 7 432 530.46 |
| 2.1.2 Other short-term liabilities | | |
| Public institutions | 625 043.05 | 691 046.77 |
| Third parties | 1 679 907.35 | 1 941 856.13 |
| Pension funds | 263 314.44 | 259 625.61 |
| Total short-term liabilities | 8 786 117.70 | 10 325 058.97 |
| 2.2 Deferred credits to income/short-term provisions | | |
| Deferred credits to income | 1 685 290.94 | 1 082 645.77 |
| Personnel provisions | 1 149 783.06 | 1 219 793.06 |
| Federal impulse contribution provision 2011/2012 | 0.00 | 0.00 |
| Marketing activities, following year | 3 420 301.00 | 5 241 681.00 |
| Total deferred credits to income/short-term provisions | 6 255 375.00 | 7 544 119.83 |
| 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 | 2 279 518.97 | 1 859 637.05 |
| Extraordinary events Destination Switzerland | 4 953 200.00 | 4 453 200.00 |
| Reserve for staff terminations | 998 781.81 | 877 743.76 |
| 2.3.3 Unrelated liabilities | | |
| Real estate Paris | 3 883 594.57 | 3 926 865.45 |
| Total long-term liabilities | 13 137 095.35 | 12 139 446.26 |
| Total liabilities | 28 178 588.05 | 30 008 625.06 |
| Owners' equity | | |
| 2.4 Capital as of 1.1.2013/2012 | 1 579 571.37 | 1 544 496.00 |
| Reduced expenditure | 46 623.47 | 35 075.37 |
| Total owners' equity | 1 626 194.84 | 1 579 571.37 |
| Total liabilities and owners' equity | 29 804 782.89 | 31 588 196.43 |

Profit and Loss Account 2013.

3. Income

| | Budget 2013 | Account 2013 | Account 2012 |
|--|-------------------|----------------------|-----------------------|
| | CHF | CHF | CHF |
| Operating income | | | |
| 3.1 Members' contributions | | | |
| Swiss Confederation | 52 177 000 | 52 177 200.00 | 51 442 600.00 |
| Federal contribution to impulse programme 2011/2012 | 0 | 0.00 | 2 260 000.00 |
| Federal contribution to impulse programme 2012 | 0 | 3 675 000.00 | 8 325 000.00 |
| Federal contribution to impulse programme 2012, winter share | 0 | - 1 582 638.23 | 1 582 638.23 |
| Switzerland Tourism Council | 935 000 | 932 500.00 | 905 000.00 |
| Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations) | 1 467 000 | 1 513 400.00 | 1 460 180.00 |
| Total members' contributions | 54 579 000 | 56 715 461.77 | 65 975 418.23 |
| 3.2 Miscellaneous income | 100 000 | 339 384.51 | 199 402.11 |
| 3.3 Financial income | 60 000 | 9 562.14 | 223 016.31 |
| 3.4 Expenses charged to third parties | | | |
| Income from personnel expenses charged to third parties | 1 090 000 | 1 016 459.37 | 1 030 838.12 |
| Income from operating expenses charged to third parties | 286 000 | 272 116.39 | 293 542.49 |
| Total expenses charged to third parties | 1 376 000 | 1 288 575.76 | 1 324 380.61 |
| Total operating income | 56 115 000 | 58 352 984.18 | 67 722 217.26 |
| Marketing income | | | |
| 3.5 Sponsorship marketing | 7 737 000 | 8 489 995.76 | 9 437 330.99 |
| 3.6 Marketing income impulse programme | 0 | 0.00 | 924 712.14 |
| 3.7 Other marketing income | 25 200 000 | 27 215 926.78 | 24 731 539.48 |
| Total marketing income | 32 937 000 | 35 705 922.54 | 35 093 582.61 |
| Extraordinary and third party income | | | |
| 3.8 Extraordinary and third party income | 0 | 0.00 | 0.00 |
| 3.9 Income from financial assets | 0 | 0.00 | 0.00 |
| 3.10 Third party income real estate | 1 133 000 | 1 384 487.47 | 1 237 599.13 |
| Total extraordinary and third party income | 1 133 000 | 1 384 487.47 | 1 237 599.13 |
| 3.11 Additional expenditure/funds | 0 | 0.00 | 0.00 |
| Total income | 90 185 000 | 95 443 394.19 | 104 053 399.00 |

4. Expenses

| | Budget 2013 | Account 2013 | Account 2012 |
|---|-------------------|----------------------|-----------------------|
| | CHF | CHF | CHF |
| Marketing expenses | | | |
| 4.1 Expenses from marketing | 57 870 000 | 59 860 955.47 | 58 943 121.04 |
| 4.2 Expenses from marketing impulse programme | 0 | 2 092 361.77 | 13 092 350.37 |
| Total expenses from marketing | 57 870 000 | 61 953 317.24 | 72 035 471.41 |
| 4.3 Personnel expenses for marketing | | | |
| Salaries | 19 377 000 | 19 441 658.34 | 18 739 738.37 |
| Social security | 3 644 000 | 3 678 725.11 | 3 534 817.95 |
| Total personnel expenses for marketing | 23 021 000 | 23 120 383.45 | 22 274 556.32 |
| Total marketing expenses | 80 891 000 | 85 073 700.69 | 94 310 027.73 |
| Operating expenses | | | |
| 4.4 Personnel expenses – operational | | | |
| Salaries | 1 723 000 | 1 804 103.00 | 1 750 957.00 |
| Social security | 340 000 | 365 814.00 | 356 247.00 |
| Total personnel expenses – operational | 2 063 000 | 2 169 917.00 | 2 107 204.00 |
| 4.5 Secondary personnel costs | | | |
| Staff training and continuing education | 300 000 | 147 077.90 | 241 450.37 |
| Transfers and staff recruiting | 250 000 | 586 970.54 | 257 611.23 |
| Vacation/overtime not yet compensated (adjustment) | 0 | -70 010.00 | 87 638.00 |
| Travel and representation expenses | 319 000 | 328 457.93 | 342 570.37 |
| Other personnel expenses | 209 000 | 237 816.68 | 210 010.69 |
| Total secondary personnel costs | 1 078 000 | 1 230 313.05 | 1 139 280.66 |
| 4.6 Other operating expenditure | | | |
| Premises | 3 024 000 | 3 018 251.67 | 2 926 670.80 |
| Administration | 1 217 000 | 1 372 380.38 | 1 295 485.58 |
| Public bodies | 211 000 | 251 281.94 | 225 224.34 |
| Other operating expenditure | 93 000 | 50 827.58 | 95 570.44 |
| Total other operating expenditure | 4 545 000 | 4 692 741.57 | 4 542 951.16 |
| 4.7 Miscellaneous expenses incl. bad debt | 10 000 | -3 092.00 | -29 456.05 |
| 4.8 Financial expenses/costs of participation | 76 000 | 524 188.87 | 557 339.95 |
| 4.9 Depreciation on tangible assets | | | |
| IT equipment | 370 000 | 258 135.26 | 293 585.65 |
| Office equipment, office machinery | 295 000 | 259 094.55 | 238 064.79 |
| Total depreciation on tangible assets | 665 000 | 517 229.81 | 531 650.44 |
| Total operating expenses | 8 437 000 | 9 131 298.30 | 8 848 970.16 |
| Extraordinary and non-operating expenses | | | |
| 4.10 Extraordinary and non-operating expenses | 0 | 0.00 | 0.00 |
| 4.11 Expenses third party real estate | 857 000 | 1 191 771.73 | 859 325.74 |
| Total extraordinary and non-operating expenses | 857 000 | 1 191 771.73 | 859 325.74 |
| 4.12 Reduced expenditure | 0 | 46 623.47 | 35 075.37 |
| Total expenses | 90 185 000 | 95 443 394.19 | 104 053 399.00 |

Notes to 2013 Financial Statements.

Accounting principles

As a public corporation Switzerland Tourism maintains and presents its accounts in accordance with §957 ff. of the Swiss Code of Obligations (CO) and the applicable provisions of Swiss stock corporation law (§662a ff. CO). Switzerland Tourism is liable for its liabilities to the extent of its assets in accordance with §21 of the organisational charter.

IKS risk assessment

Switzerland Tourism has updated and documented the company risk assessment in the framework of the existing risk management process. This covers all risks that could have a substantial influence on the assessment of the financial statements. Risks are continually monitored and controlled with risk management procedures defined in the framework of the risk management process. The results of this monitoring and control can be seen in the Administration Manual and in the Internal Control System (IKS) folder.

| | 2013 | 2012 |
|---|------------|------------|
| Pension fund liabilities | CHF | CHF |
| Short-term liabilities towards domestic and foreign pension funds | 263 000 | 260 000 |
| Fire insurance, tangible property | | |
| Chattels | 2 200 000 | 2 200 000 |
| Mailing house warehouse 2012/trade fair stand | 3 500 000 | 3 600 000 |
| IT equipment | 749 000 | 749 000 |
| Property (Paris property) | p. M. | p. M. |
| Assets pledged for own liabilities | | |
| UBS – credit line (current account) | 2 000 000 | 2 000 000 |
| CS – credit line (current account) | 2 000 000 | 2 000 000 |
| Depreciation on tangible assets | | |
| Depreciation for infrastructure appearances (trade fair booth, trade fair animation, sampling walls and furniture for Brazil trade fair) web servers is included under “Expenses from marketing”. | 329 514 | 329 082 |
| Investments | | |
| STC Switzerland Travel Centre AG Zürich/London – Share capital | 5 250 000 | 5 250 000 |
| ST holding | 33% | 33% |
| Swiss Travel System AG, Zürich – Share capital | 300 000 | 300 000 |
| ST holding | 10% | 10% |
| Accounts receivable/payable vis-à-vis STC Switzerland Travel Centre AG | | |
| The balance sheet contains the following credit/liability items: | | |
| 1.2.1 Debtors | 1 326 | 4 542 |
| 2.1.1 Creditors | 66 295 | 91 607 |
| Paris property account | | |
| Income | 1 384 487 | 1 237 599 |
| Expenditure | 1 191 772 | 859 326 |
| of which buildings depreciation | 208 000 | 208 000 |
| Profit | 192 715 | 378 273 |
| Leasing liabilities | | |
| Total leasing liabilities | 20 349 | 33 144 |
| Off-balance-sheet transactions | | |
| Positive replacement cost of forward foreign exchange contracts | 39 291 | 43 750 |
| Negative replacement cost of forward foreign exchange contracts | –536 737 | –435 477 |
| Contract volume | 31 672 117 | 28 524 061 |
| Forward foreign exchange contracts involve the hedging of budgeted expenditure for the following year in foreign currency (EUR, USD, GBP, JPY, AED, AUD, CNY, RUB). | | |

Report of the Statutory Auditors.

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 2013.

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 2013 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

Daniel Ketterer

Audit expert
Member

Zurich, 13 March 2014

The auditors.

Chief auditor

Daniel Anliker

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Members

Patrick Balkanyi

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Alternate members

Gerhard Siegrist

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Daniel Ketterer

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Roger Kunz

Partner, Audit expert
PricewaterhouseCoopers Ltd
Zurich

Partners.

MySwitzerland.com/strategicpartners

Recommended by Switzerland Tourism.

Strategic Premium Partners



Swiss chocolate
chocolatfrey.com



Train travel
sbb.ch



The airline of Switzerland
SWISS.COM



Telecommunications
swisscom.com



Financial services
ubs.com

Strategic Partners



American Express
in Switzerland
americanexpress.ch



Watches Jewellery Gems
bucherer.com



Car rental
europcar.ch



Gateway to the Alps
zurich-airport.com



The trade association of
the Swiss hotel industry
swisshotels.com



Exquisite Swiss
speciality biscuits
kambly.ch



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



Swiss herb drops
ricola.com



Switzerland Cheese Marketing
switzerland-cheese.com



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TIMEPIECES | TRAVEL GEAR
victorinox.com

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appenzellerbier.ch



axpo.com



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