Switzerland Tourism.

100

1917–2017

TOURISM PROMOTION SWITZERLAND

with 2016 Annual Report

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“We must maintain this personal style in the landscape, inviting our visitors to find something special here, too.”

Gabriel Despland, President (1963 – 1972)

“I have learnt that there can be no real tourism without a deep culture of welcome and hospitality.”

Dick Marty, President (1996 – 2007)

“There can be no commercial advertising without cultural advertising and no cultural advertising without tourism advertising.”

Werner Kämpfen, Director (1960 – 1979)

“(…) Tourism as the driving force for prosperity as well as for mutual respect and friendship between the peoples of our world (…)”

Jean-Jacques Cevey, President (1978 – 1994)

"We must not sit motionless, like a spider, until something lands on the edge of our web. We have to go out, find our customers and bring them here."

Armin Meili, President (1941–1963)

"Cheaper or better. In tourism this is the strategic decision to be made. Switzerland never uses price as the differentiator, but positions itself solely on providing the best experience."

Jürg Schmid, Director (since 1999)

"We must increasingly align what we do with verifiably effective campaigns that generate demand, focusing even more sharply while remaining flexible and open to learning."

Marco Hartmann, Director (1995–1999)

Dear Reader,

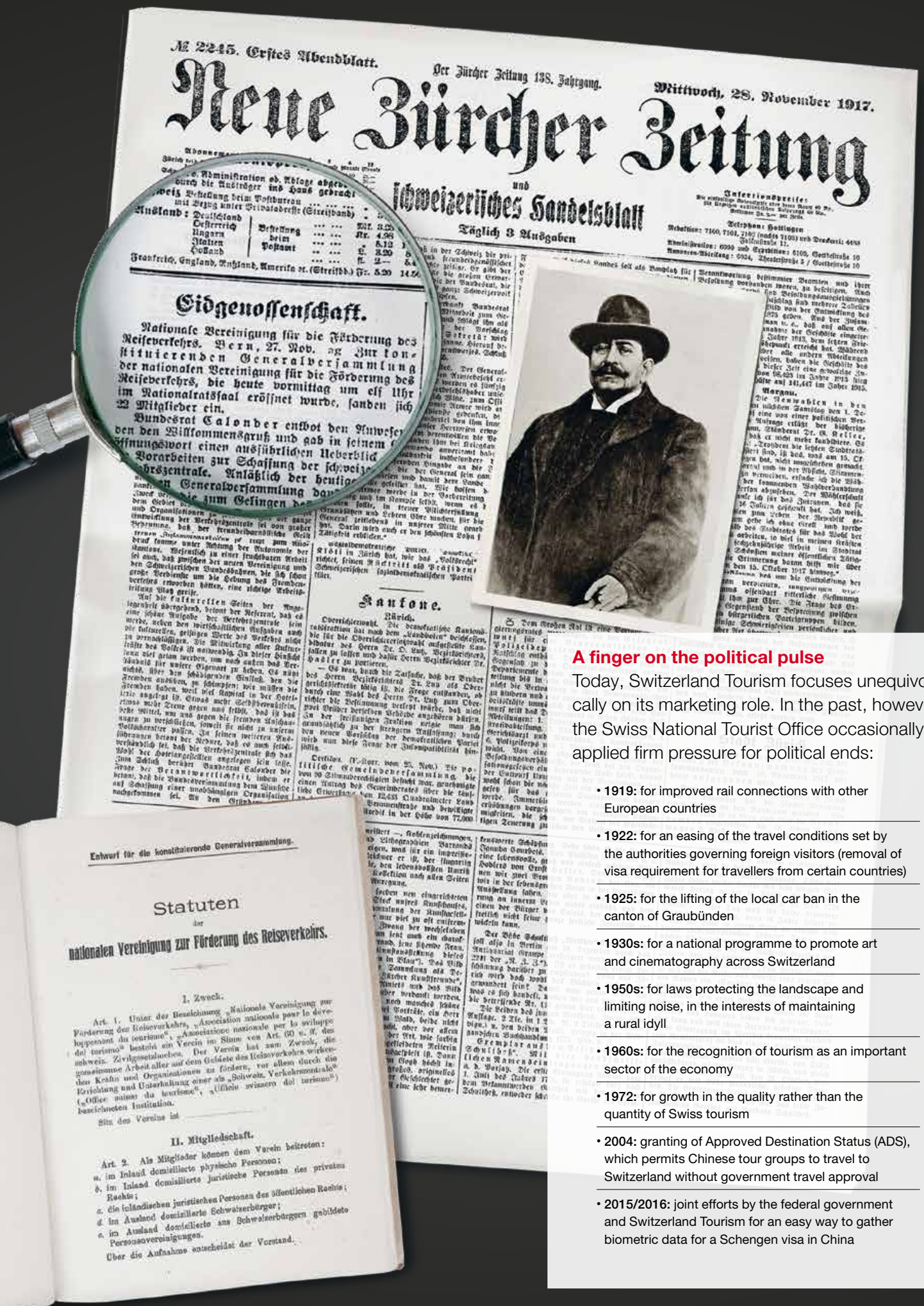
The geopolitical situation in 1917 was anything but easy, with the October Revolution in Russia and US entry into World War I. Despite, or indeed because of, those troubled times, in Switzerland a government decision was taken to coordinate tourism efforts with the foundation of the Swiss National Tourist Office (SNTO). Today, this anniversary magazine is an opportunity to look back over 100 years of successful Swiss tourism promotion and to thank all of those tourism service providers who have contributed to our success.

I take pleasure first of all in presenting a selection of the best quotes from my predecessors and from past and current directors, in the hope that they might inspire us for the next 100 years. I hope you enjoy reading this publication, and look forward to continuing our journey together!

Jean-François Roth, President, Switzerland Tourism (since 2007)

"Any form of protectionism or isolationism may soothe concerns in the short term but in the long term only postpones problems rather than solving them."

Walter Leu, Director (1979–1995)



A finger on the political pulse

Today, Switzerland Tourism focuses unequivocally on its marketing role. In the past, however, the Swiss National Tourist Office occasionally applied firm pressure for political ends:

- **1919:** for improved rail connections with other European countries
- **1922:** for an easing of the travel conditions set by the authorities governing foreign visitors (removal of visa requirement for travellers from certain countries)
- **1925:** for the lifting of the local car ban in the canton of Graubünden
- **1930s:** for a national programme to promote art and cinematography across Switzerland
- **1950s:** for laws protecting the landscape and limiting noise, in the interests of maintaining a rural idyll
- **1960s:** for the recognition of tourism as an important sector of the economy
- **1972:** for growth in the quality rather than the quantity of Swiss tourism
- **2004:** granting of Approved Destination Status (ADS), which permits Chinese tour groups to travel to Switzerland without government travel approval
- **2015/2016:** joint efforts by the federal government and Switzerland Tourism for an easy way to gather biometric data for a Schengen visa in China

Milestone for the tourism industry: the Swiss National Tourist Office was created in 1917 on an initiative of Alexander Seiler.

Born in the Bundeshaus

In 1917 the founders of the Swiss National Tourist Office (SNTO) gathered in no less prestigious a place than under the dome of the federal parliament building. The symbolism of this location has great power, as national advertising is still directed by the Swiss parliament today.

The world was in the midst of war when, at 11 a.m. on 28 November 1917, a group of men met in the National Council chamber in Bern. The occasion was the inaugural general meeting of the "National Association for the Promotion of Tourism". One fiery spokesperson for tourism as an economic driver was Felix Calonder, representative of the Graubünden region, the first Romansh speaker in the Swiss Federal Council.

Valais promoter triumphant

That day, the launching point for an entire economic sector, was a source of particular satisfaction for Valais hotelier and National Council member Alexander Seiler. The founder of a family business in Zermatt, it was he who had set the ball rolling with a motion in 1911 to bring together all the disparate agencies to form one organisation supported by federal government, the cantons, regional tourist associations and the hotel and catering trade. The Swiss National Tourist Office was born.

Today, our basic task is more important than ever. Switzerland must now compete for potential visitors with holiday destinations around the globe. It is vital that we collaborate closely with the industry to bring into sharper focus the identity of Switzerland as a holiday, travel and conference destination. To set ourselves apart from the competition we must use an effective and creative mix of communications media, opening up new markets by dismantling barriers such as visa restrictions. What form this promotion of our nation should take, and how much it should cost, is the subject of constant debate with tourism service providers.

A famous bet by Engadin hotelier Johannes Badrutt marks the beginning of winter tourism in Switzerland. For the first time English visitors spend their winter holidays in the Alps. They are captivated!

Foundation of the "National Association for the Promotion of Tourism" in Bern, later the Swiss National Tourist Office – today Switzerland Tourism.

1863

The start of package tours through Europe. One of English entrepreneur Thomas Cook's first tours took him to Geneva; following this he also organised group and company trips to Switzerland. Package arrangements took the pressure off travellers and made tours accessible to broader sectors of society.

1864

1901

Nobel Prize for Henry Dunant and his lifetime achievement. As the Swiss founder of the International Committee of the Red Cross he contributed to the positive image of Switzerland around the world.

1917

“Tourism plays an important part in our national identity.”

As chairman of the Department of Economic Affairs, Education and Research, ***Federal Council member Johann N. Schneider-Ammann*** is responsible for tourism, an industry that cuts across many sectors. We talked to him about the importance of tourism – and about his perfect Swiss holiday.

How important is tourism for the Swiss economy?
Tourism is one of the pillars of the Swiss economy. It contributes around three percent to Swiss economic output, and over four percent of all jobs are in tourism. In wide swathes of the Alpine regions it is vital: without tourism the economic outlook of many valleys would be bleak. But tourism is far more than that. It's also a calling card for Switzerland – by which I mean it plays an important part in defining the nation's identity.

Where do you see particular potential for development in Swiss tourism?
Tourism is developing very dynamically. Visitors' expectations are changing rapidly. In order to remain competitive we must constantly be developing what we are able to offer. Switzerland Tourism is doing outstanding work here and is keeping right up to date. I see particular potential for development in partnerships and cooperation. If stakeholders can manage to work together even more successfully, each individual stakeholder will be able to benefit all the more from that cooperation. I also see big opportunities for tourism in digitisation.

Where do you see the biggest long-term challenges for Switzerland's tourism industry?
Tourism has faced many different challenges over the last three decades and more, such as changing demand and digitisation. Structural development also brings with it great opportunities for tourism which are already being exploited – in the cities, for example. The key to success in tourism, as in any industry, is the capacity for innovation – for instance, in the form of new, market-oriented products.

Which national advertising campaign or promotion has particularly stuck in your mind and why?
Campaigns for Swiss tourism over the last few years have been utterly convincing, time after time – I'm thinking in particular of the grizzled mountain men Sebi & Paul, and the Muota Valley weathermen. These campaigns successfully used traditional Swiss values to evoke sympathy and awaken a desire to travel to our country. And then of course the “In Love” campaign of 2015, in which I also participated. I thought the idea with the video messages was very successful. I'm sure that this campaign was well received by our visitors.

What does the ideal Swiss holiday look like for you?
Switzerland has everything you need for the perfect holiday. I prefer to spend my free time in my native Bernese Oberland, or in the Engadin. I enjoy walking in the stunning mountain scenery or simply relaxing on a sunny terrace reading a good book.

100 campaigns in 100 years

Every campaign by Switzerland's national promoters reflects the "zeitgeist", or mood of the times. In order to grab attention, campaigns not only adopt the latest trends, but also showcase them in spectacular fashion. The first big promotions were aimed at spa visitors; these days, it's touring by road or rail.

"Bathe for health!" Even the Romans knew all about the healing properties of Switzerland's thermal springs. In 1926, one of the first major campaigns by the National Tourist Office was dedicated to spa cures. Posters and a colourful array of other advertising tools invited visitors to take the plunge in the spas of Bad Ragaz, Baden or Yverdon-les-Bains. The "Balneological & Climatological Commission" ensured that the joint campaign met both commercial and medical requirements.

A boom in holiday themes

Ever since, campaigns have been the driver of national advertising, with catchy slogans to target the tastes of particular visitor groups. One campaign might appeal to skiers (1943: "Everyone's a skier"), another to "slow travellers" and pilgrims (1995: "On the Way of Saint James through Switzerland – by bike and on foot"), the young and young-at-heart (1952: "Health and happy holidays for children in Switzerland") or those looking for a hobby and wanting to take up yodelling, rustic painting or mountaineering (1970s: "Hobby Holiday Catalogue"). Very early on, so-called off-season periods such as spring and autumn began to appear in campaigns (1921/22: "Holidays in Switzerland"). These topics were rediscovered after World War II (1945: "Spring holidays"). Themes have come and gone over the decades. What is critical is the accuracy of the advertisers' instinct for current trends. The Grand Tour of Switzerland (2015/16) can trace its roots back to the 1930s. It enables independent 21st-century visitors to give full expression to their spirit of discovery with whatever means of transport they desire.

The winter holiday – a sure-fire hit over the years:
- 1934: "Winter holiday – double the holiday"
- 1941: "Winter joy for inner strength"
- 1942: "Be clever – take a winter holiday"
- 1943: "Everyone's a skier"
- 2002/2003: "Mountains.©"
- 2009/2010: "We do whatever it takes to make your holiday perfect."

A hit with history – touring reloaded
- 1935: "All roads lead to Switzerland"
- 2015: "Grand Tour of Switzerland"

Targeting younger visitors
- 1952: "Health and happy holidays for children in Switzerland"
- 1971: "Switzerland as young as its visitors"
- 2001: "Room for children"

Opening of the SNTO's first independent agency outside Switzerland, in Nice – during their summer holidays on the French Riviera, the "rich and beautiful" were to be enticed to spend winter holidays in Switzerland.

1923

Five days of touring for five francs: Road toll offices gave out cheap "entry tickets" in order to "make driving easier".

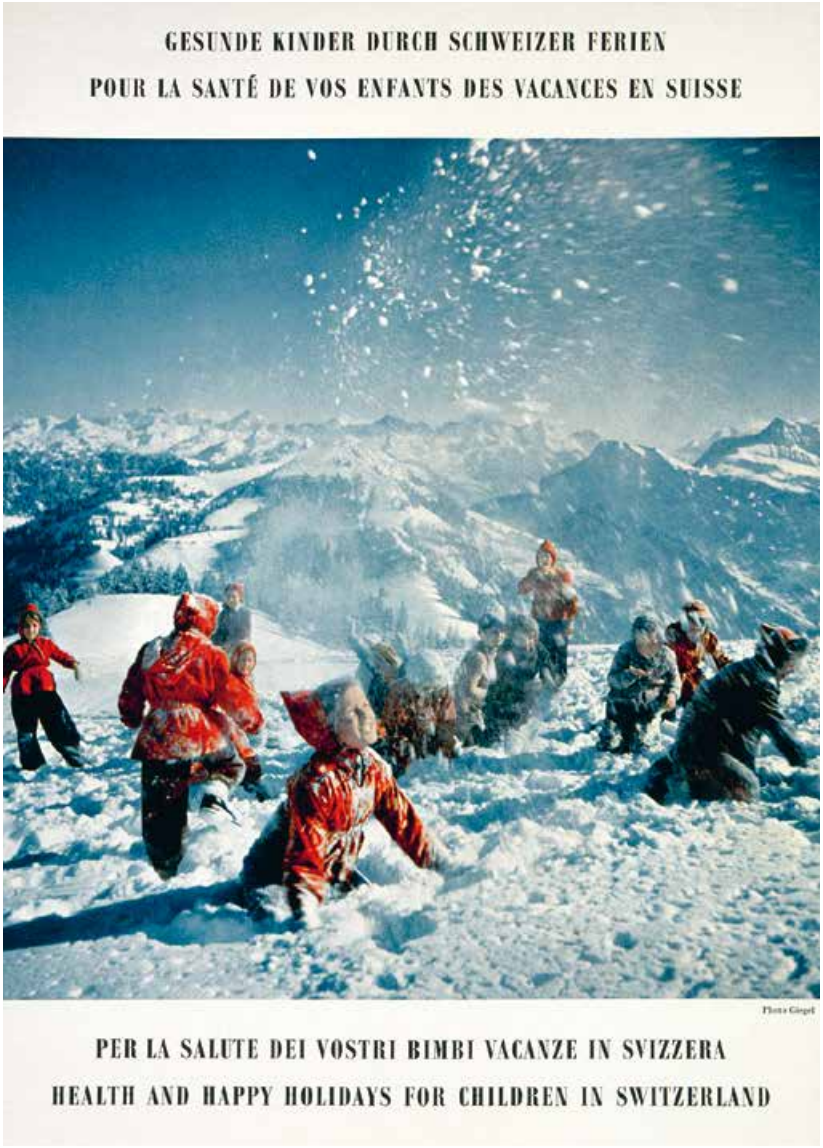
1927

1928

The Winter Olympics took place in Switzerland for the first time. St. Moritz put Switzerland on the map as a winter holiday destination.

© SNTO

“Switzerland’s mineral springs and spa resorts” were the subject of the SNTO’s first major campaign, in 1926.



In 1952, in-house photographer Philipp Giegel focused his lens on youngsters for the campaign “Health and happy holidays for children in Switzerland”.

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Trademark photography

Swiss publicity photographers have been shaping the nation's tourism image for a century. With camera and tripod they scour the land for unique scenes, treading the fine line between art and marketing to ensure that the message clicks with the customer.

Marketing a country has always been a multimedia undertaking, and photography still plays a leading role. The teams promoting Switzerland know that images speak volumes and can be used in any number of ways. They also demonstrate a smart touch when it comes to selecting artists – and the technical know-how involved in producing the images.

Stars in the making

Advertising gives young, undiscovered talents the chance to showcase their abilities. Such artists include Herbert Matter, former pupil of the Engelberg Abbey School. This gifted Swiss photographer had barely completed his studies in Geneva and Paris when he was drawn back to his homeland. And he didn't have to wait long to receive his first commissions, to shoot a poster series promoting motor tourism. For Matter it was obvious: this new trend demanded a bold new approach. He turned to photo montage. This introduced a new aesthetic into tourism advertising, and Matter became the pioneer of modern photographic posters. The campaign was picture perfect – and his SNTO series is now included in the permanent collection of the Museum of Modern Art (MoMA) in New York.

Masterful use of photography became the trademark of Swiss national advertising. The work of Philipp Giegel (1927–1997) left a particularly strong impression; his imagery wrote the history of the Tourism Office for half a century. Frenchman Yann-Arthus Bertrand, director of the blockbuster "HOME", is another pioneer: in 2014 he captured 360-degree views of "Switzerland from the air" for the summer campaign. His 20-minute film of the same name went around the world, enchanting passengers on board all SWISS long-haul flights.

Swissair was founded – and was later to become a key SNTO partner in advertising Switzerland.

1931

Beginning of "radio propaganda". Paid advertising was banned, and the reach of Swiss radio stations was comparatively small. The SNTO therefore made "quality programmes" instead of advertising and was also responsible for traffic reports.

1933

1934

Talkies hit the big screen. *The new medium brought the spoken word into Swiss advertising: this complicated the distribution of tourism films in multilingual Switzerland.*

In 1986 Markus Senn, working on a commission from the SNTO, recorded how more than 1,000 sheep being driven from the meadows of Zenbächen across the Aletsch glacier to Belalp (VS). Senn is now an official parliament photographer.

Philipp Giegel, who passed away in 1997, made his mark on the tourist image of Switzerland for over 50 years as an SNTO photographer. This picture was taken in 1952 at the entrance to the Gotthard Tunnel in Airolo.

Heinz Schwab was not only the head of graphics and advertising at Switzerland Tourism, he also went out and about whenever there was an urgent need for a photographer – for example here, in the late 1980s, in front of the Palais des Nations in Geneva.

Here too, Philipp Giegel was behind the lens – in 1960 at the Schlitteda, the traditional Engadin winter sleigh ride. This dream photo later even made it onto an SNTO poster, becoming a real winter classic.

From 1981 to 1986 Lucia Degonda was a photographer at the SNTO and captured some hugely diverse tourism images on film. For example, the Swiss sport of hornussen at the Swiss Alpine Wrestling Festival in Langenthal, Bern, in 1983. Today, amongst other things, she is a lecturer at the Zurich University of the Arts.

French photographer Yann-Arthus Bertrand photographed “Switzerland from the air”. Switzerland Tourism used the images for the 2014 summer campaign. Pictured: the Bernina range in Graubünden.

Representations around the globe

SNTO offices began simply as information and ticket agencies, but increasingly developed to become essential marketing hubs. Time and again and with prominent support they have advertised Switzerland around the world as a holiday destination.

From 1936 until the end of World War II the Swiss Tourism Bureau in Berlin was housed on the ground floor of the magnificent “Haus der Schweiz”, or Switzerland House. Prospective travellers could ask expert staff about holidays in Switzerland and book train tickets for their desired destination on the spot. Did the protective hand of the bronze sculpture of little Walter Tell on the façade save the building? As if by some miracle, Switzerland House survived the Allied air raid on Berlin in the last weeks of the war in 1945 practically unscathed.

United under one roof

As World War II brought foreign travel effectively to a halt, the SNTO representation in Berlin handled the departure of Swiss citizens from the city. Keeping Switzerland’s foreign representations open even in the confusion of war was a conscious decision, strengthened further by a federal decree in 1939. All 12 agencies operated by the SBB (Swiss Federal Railways), from Amsterdam to Vienna, passed to the SNTO, forming the foundation for a unified presentation of Switzerland as a tourism destination. And these sometimes took a quite spectacular form – for example, when Diana Rigg, star of the James Bond film “On Her Majesty’s Secret Service”, waved from the roof of the Swiss Centre in London in 1968.

Over the past 20 years Switzerland Tourism has opened a completely new chapter. Whether in Beijing, New York, Amsterdam or Dubai, the 26 representative offices have metamorphosed from classic tourist information agencies into marketing hubs which – in agreement with head office in Zurich – promote Destination Switzerland with campaigns big and small.

First advertising poster for motor touring. “All roads lead to Switzerland”, a photomontage by Herbert Matter.

1935

The SNTO opened a new office in Stockholm, to market Switzerland as a holiday destination in Scandinavia. After a short break, today Switzerland Tourism once again has a presence in Sweden.

1936

In light of the economic situation, the government devalued the Swiss franc.

© SNTO

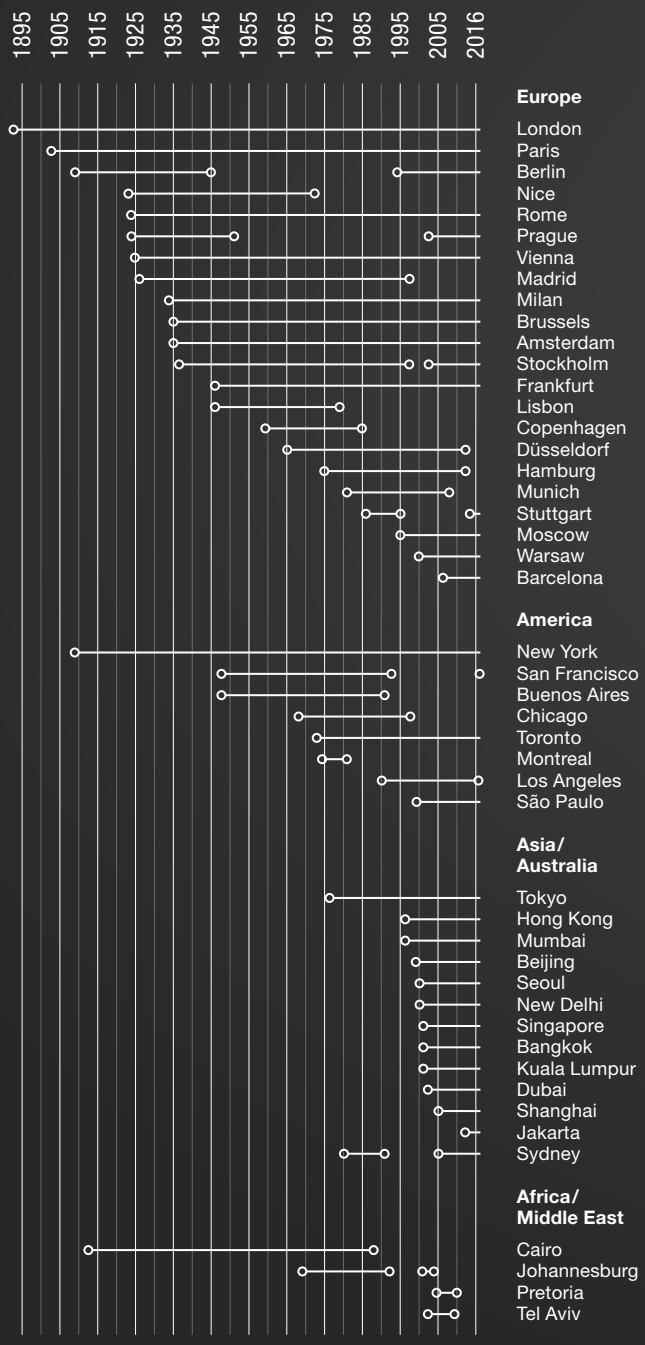
007 on the roof of the Swiss Centre, London: promotion in Britain for the new Bond film set in Switzerland.

© Landesarchiv Berlin, F Rep. 290 Nr. 0031258 / Photographer: Gert Schütz

Switzerland House in Berlin: firmly in Swiss hands, even during World War II.

Strategic worldwide presence

Switzerland Tourism has offices in 26 countries around the world. It all began with SBB ticket offices at strategically important points around the world, which the federal railways then handed to the SNTO in 1939. This marketing network has changed enormously since then. From Cairo to Beijing, from Nice to Moscow a round-the-world trip through time, with a few noteworthy background stories.



1 Cairo

With the Suez Canal bringing floods of travellers through Cairo, the SBB opened an office selling travel tickets in the Egyptian capital, which was of major touristic and strategic significance. The SNTO took over in 1941, and in the late 1980s the Cairo office became a branch of Swissair.

2 Nice

With the world's "rich and beautiful" gathering for summer on the Côte d'Azur, in 1923 the SNTO decided that this was an ideal market to beguile with dreams of winter holidays in Switzerland. 50 years later the information office closed, and the region was henceforth managed from Paris.

3 Frankfurt
The SNTO returned to Germany in 1946 as the first foreign tourism office to do so, opening in Frankfurt. Even shortly after the end of World War II, managers were convinced that the German market would soon play an important role once again.

4 San Francisco
The SNTO opened its San Francisco office in 1947, in a prominent position on Union Square. When Swissair launched flights to Los Angeles in 1993, the SNTO moved with them and relocated to L.A.. But then San Francisco developed into a hi-tech hub, the gateway to Silicon Valley – so in 2016 Switzerland Tourism moved back again, with the SwissPier project representing a highly exclusive Swiss showcase.

5 Tokyo
In 1974 Swissair flew direct to Tokyo for the first time. The SNTO took advantage of the opportunity and, two years later, opened a bureau in the city, to establish important contacts with press, TV, radio and the travel trade. Consequently, and for many years, more tourists visited Switzerland from Japan than from any other East Asian country.

6 Moscow
Switzerland Tourism was the first national tourism organisation with a presence in Moscow, successfully developing the Russian market soon after the end of the Soviet Union, in 1995, and later in close collaboration with Swissair. Despite various setbacks, Swiss tourism marketing still has a presence in Russia today.

7 Hong Kong
In 1996 Switzerland's advertising chiefs recognised the great potential of Southeast Asia for Swiss tourism. The office in Hong Kong was expanded three years after opening, to work ever more intensively in the region. Today, Hong Kong primarily takes care of southern China, while responsibility for tourism marketing in Southeast Asia is now handled locally through offices in Singapore, Thailand and Indonesia.

8 Beijing
Switzerland Tourism was the first European national tourism organisation authorised to establish a representative office in China. The Beijing office opened in 1999 and continues to be the heart of all of Switzerland's tourism efforts in China.

© Zurich City Archive (VII.80.:60.) / Hermann König, Solothurn

1,600 municipal flags measuring 50x50 cm: the “flag forest” at the National Exhibition in Zurich in 1939 tempted visitors to take trips to discover their homeland.

Exhibition Switzerland

Switzerland for mind, body and soul: in shop windows and on exhibition stands, the holiday nation knows how to present itself at world and national exhibitions – always imaginatively. The world watches, enthralled.

Walking on the "Road of Flags", with its 1,600 municipal flags, at the end of which the white cross of Switzerland hung resplendent, was an unforgettable moment for the ten million visitors to the "Landi 39" national exhibition. The installation portraying a united confederation beneath a colourful forest of flags was a symbol of patriotism. But it was more, too. As war loomed, the SNTO sought to use the national exhibition to encourage Swiss citizens to travel within their own country.

A presence in all the best places

Communication means showing off – in the best possible sense, of course. Since its foundation, the SNTO has made pioneering and dynamic use of shop windows, principally in its own agency offices. Enticing window displays have also grabbed attention at banks and major department stores, such as Harrods, Galeries Lafayette and Rinascente. Grand boulevards, avenues and futuristic settings such as Paris's La Défense district have become the SNTO's stage. Whether with scenes of folklore and traditional dress, abstract mobiles featuring Swiss motifs or a Grand Tour with an Oculus Rift headset, visitors around the world are transported for a moment and in 3D quality to Destination Switzerland. Thanks to the talent of SNTO curators, official Switzerland also triumphs at world expositions. One highlight was the Jollyball machine by Charles Morgan, at the EXPO in Vancouver in 1986. This gigantic pinball machine, which took you on a playful journey through touristy Switzerland, was even listed by the Guinness Book of Records. The witty exhibits by SNTO graphic artist Hans Küchler are also legendary: his walking stick exhibition, which premiered at the Mustermesse Basel in 1974, went on tour, appearing countless times in hotel lobbies and on cruise ships.

At major trade fairs and public exhibitions, tourist Switzerland has shown what "swiss made" design really means – naturally in red and white and using sustainable materials. Switzerland's exhibition stand, redesigned in 2010 in lounge style, with large screens and strong images, repeatedly garners world acclaim. It made first place at the World Travel Market 2010 in London – and Switzerland Tourism's stand won Best Booth Design Award at the first World Winter Sports Expo in Beijing in 2016.

Foundation of the Swiss Film Board (SFZ) with the participation of the SNTO; the objective was the improved distribution of tourism films abroad.

1936

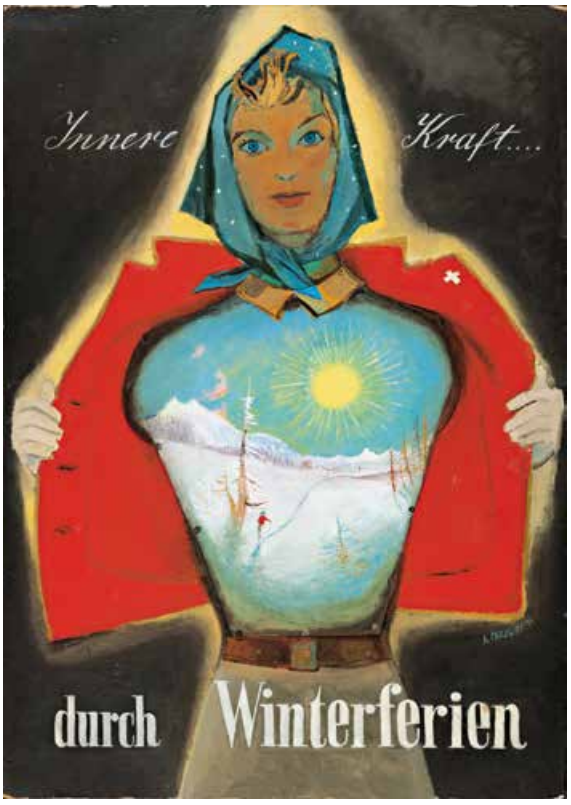
The SNTO (SVZ in German) became a corporation under public law. The SBB, PTT (Swiss Post Office) and SNTO combined their tourism advertising. The Federal Railways made their international network of sales points available to the Swiss National Tourism Office.

1939

Start of World War II. Tourism came to an almost complete halt due to the war.

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Emil Cardinaux
In 1920 he created the first series of posters for the SNTO – his stunning Swiss landscapes brought him recognition far beyond national borders.



© Domenica Carigiet

Alois Carigiet
The SNTO poster by graphic designer Alois Carigiet, illustrator of the famous storybook "Schellenursli", provoked wide reaction in 1941 with what appeared to be an open blouse.

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Hans Erni
In 1944 artist Hans Erni was caught up in a scandal surrounding his "Switzerland-Soviet Union Society" poster. The following year he designed a poster for SNTO depicting a cloud, which some thought resembled the shape of the Soviet Union.

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Philipp Giegel / Hans Küchler
In 1964 the SNTO advertised the idea of taking a break in Switzerland as part of a European tour. Giegel supplied the photography for this poster, with Küchler responsible for the design.

Swiss poster art leads the way

World-class works of poster art have regularly captured attention since 1920 – and the SNTO has commissioned big names to produce artistic advertising posters, including Emil Cardinaux, Alois Carigiet and Herbert Leupin, who each turned out provocative ideas.

"I am deeply shocked that the director approves the publication of such an aberrant poster!" is how an outraged caller expressed himself to the tourism office receptionist on 18 December 1941. "A lady opening her blouse to show her bosom, which is even painted with a landscape! And to cap it all, she's smiling with pleasure!"

The finest in art and design

The enraged telephone message referred to the "Winter holidays for inner strength" poster. The scandalous piece was by no less an artist than Alois Carigiet, creator of the famous "Schellenursli" storybook. Like all the creative minds who took up pen, brush, pencil and camera for the SNTO campaigns, this native of Graubünden was one of the best in his field, approaching the task with a provocative, pithy and uninhibited style. These skilled craftspeople have left their mark not only on the image of Switzerland as a holiday destination but also on the international reputation of Swiss graphic and design art.

The poster remains the most important and long-lasting form of national advertising well into the 21st century. If the first era of poster art was characterised by expressionist pieces, from the 1930s billboards were increasingly adorned with landscapes. Patriotic slogans such as "Swiss homeland. Powerful and dramatic" were a part of the spiritual defence of the country during World War II. From the 1980s onwards, text and snappy slogans became increasingly important, with the punchy image pre-eminent in Switzerland Tourism's advertising language.

Summer campaign "Take a holiday – create jobs": for the first time, a campaign pointed out the significance of tourism for the economy.

The film "Everyone's a Skier" combined aspects of the military with tourism and was shown abroad as well as to US soldiers on holiday in Switzerland after the war. Switzerland marketed itself as an attractive winter destination.

1940 1941 1943

Pleasure drives were banned due to fuel shortages.

“Artistically, Switzerland was the central reference point in graphic design for decades.”

Christian Brändle has been head of the Museum für Gestaltung (Design Museum) in Zurich since 2003 and is co-curator of the anniversary exhibition “Take a Holiday!” He has also worked for the Kunsthalle Basel and the Opernhaus Zurich, amongst other cultural institutions, and is a qualified architect. We talked to him about the artistic achievement of SNTO/Switzerland Tourism’s posters.

Which is your favourite poster from Switzerland Tourism or the SNTO?

“All roads lead to Switzerland” by Herbert Matter, 1935 (see page 12). Everything that makes a good poster is here: the outstanding drama of the image, with the enormous impression of depth created by the eye’s journey from road surface to snowy summits; the striking, reduced colour choices; and, above all, a story which plays out in the viewer’s own mind. When I look at this poster I want to jump into a cabriolet and whizz down the hairpin bends. On top of this, the lighter, triangular road space forms an ideal background for producing the poster in different language versions with the red script.

Which artist has most strongly influenced Swiss tourism posters?

Matter is certainly one, with his innovative use of photography and the collage technique. His work contributed to the recognition of Swiss graphic art, in particular in the US – a reputation that persists today. Heroes such as Burkhard Mangold, Walter Herdeg and Carlo Vivarelli have also performed absolutely pioneering work.

What were the ingredients needed for a good tourism poster back then, and what is required today?

A good poster captures attention with attractive visuals and clever text. It awakens longings and a desire for travel. And very often, the tourism poster also evokes emotion. “I want to go there, too” or “I want to feel like that, too” are always appropriate target responses.

How would you rate the artistic achievement of Switzerland’s tourism posters, in comparison with those from other countries?

Artistically, Switzerland was the central reference point in graphic design for decades. This power to innovate has dropped off significantly since then – that’s regrettable, and is certainly connected with the willingness of the commissioning agency to take a risk. Today, in contrast, what I find remarkable is the striking quality of the imagery used. I would say that Switzerland is generally promoted with a twinkle in the eye and a sense of humour.

Is the poster still significant as an advertising medium today?

The poster continues to be the most popular form of advertising. Posters are widely accepted by the public: in contrast with all the TV and billboard advertising we see, posters aren’t perceived as a nuisance. If you want to reach the widest possible audience with your message, the poster remains an excellent option. And if that poster stands out for its design, then we would take great pleasure in accepting it into our poster collection – the largest in the world!

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Donald Brun

The professional advertising artist Donald Brun designed the poster “Spring holidays” for the SNTO in 1945. He wrote Swiss graphic design history with his works, and in 1952 became a co-founder of the Alliance Graphique Internationale (AGI).

© The Herbert Matter Estate/Fotostiftung Schweiz

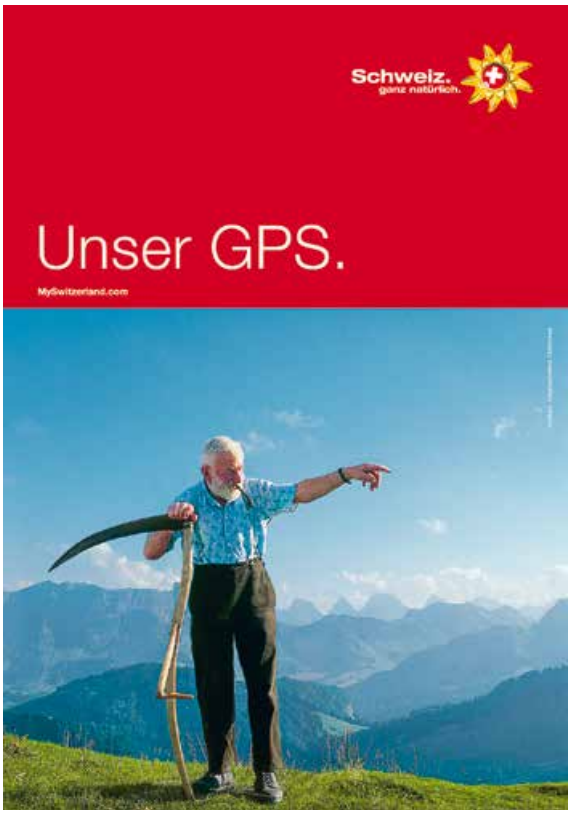
Herbert Matter

Herbert Matter is considered to be the founding father of the modern photographic poster, due to his innovative use of photography and the collage technique. The SNTO winter poster of 1934 is part of a permanent Matter exhibition at the MoMA, New York.

© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

Herbert Leupin

Without Leupin there would be no purple Milka cow. He primarily devoted his poster art to typical Swiss brands – including the SNTO. These posters impress first and foremost with their sense of lightness and humour.



© Switzerland Tourism

Switzerland Tourism

The 2006 campaign by Switzerland Tourism was created by Spillmann/Felser/Leo Burnett (SFLB). Peter Felser, who subsequently created Sebi & Paul, placed a cliché in an original context here too.

Creative campaigns meet zeitgeist

World events always play a role in the marketing of Switzerland. Switzerland Tourism stays up-to-date by devising skilful campaigns that pick up on current trends – but also by creating new trends of their own.

In 1945, pictures of happy soldiers spending time in Switzerland at the SNTO's invitation went right around the world. GIs smiling and waving from a chairlift, gazing through the windows of clock shops and conquering summits on touring skis. Of course Switzerland's invitation to US troops stationed in Europe was not without an ulterior motive: it was hoped that the uniformed guests would help reinvigorate foreign tourism. The idea was a hit: with over 20 million overnight stays in hotel and spa businesses, in 1947 tourism in Switzerland reached heights never before attained. Much of the success was also due to later arrivals from the US, who in a 1968 survey voted Switzerland their "dream travel destination".

"Attack is the best form of defence"

Creative inspiration was already in demand in the crisis-ridden 1930s, when the image of Switzerland as an expensive enclave weighed heavily on the entire country. Quick as a flash, motor tourists were tempted into Switzerland with "cut-price tourist petrol", package offers were created for "wedding couples", and fees for mountain guides were brought down. In the 1970s, amidst the oil crisis, Switzerland's creative tourism minds were once again put to the test. SNTO director Kämpfen's rallying cry was loud and clear: "Attack is the best form of defence!" Within a short time a catalogue of 300 summer offers was created, and a new hotel guide was distributed to all Swissair passengers. Messages such as "Switzerland – treat your money to a well-earned holiday" clearly set out the way in which Switzerland intended to sell itself. Campaigns courted quality-conscious individual travellers with "Tailor-made holidays, not mass tourism".

A new chapter for Swiss tourism began with the **construction of Zurich International Airport.**

1946

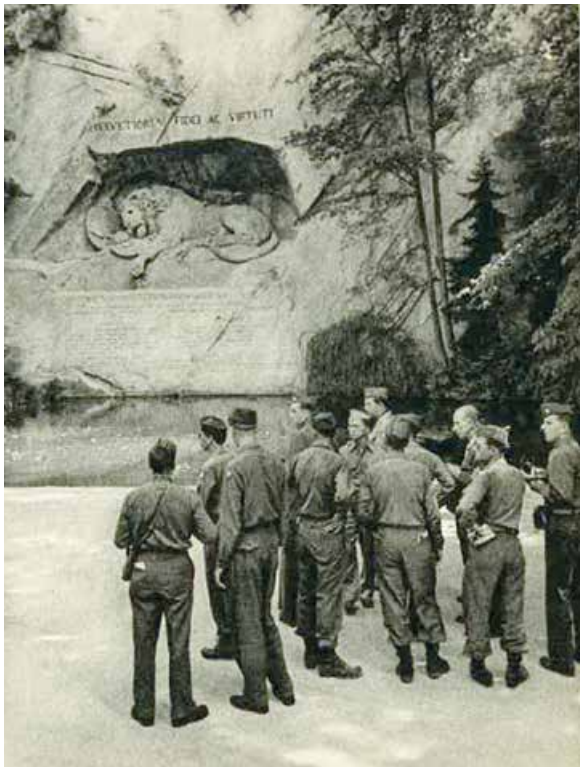
Swissair

Swissair's first transatlantic flight flew from Geneva to New York (diverted to Washington due to weather).

1947

1948

St. Moritz hosted the Winter Olympics for the second time.



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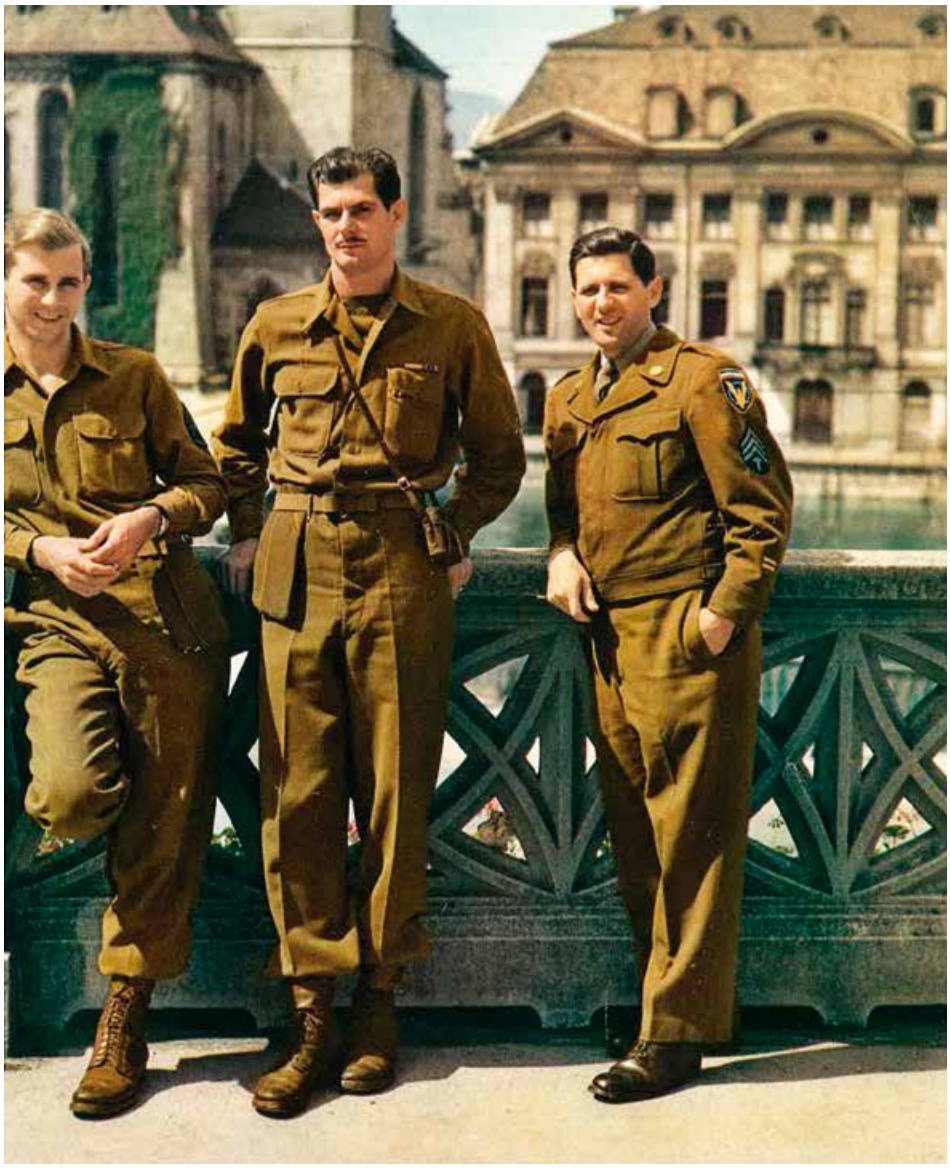


© Keystone/MAGNUM PHOTOS/Werner Bischof

Creative courage pays off: US soldiers acted as advertising ambassadors, helping to kick-start foreign tourism after World War II.

The humour strategy

You might not expect the Swiss to be overflowing with humour. And yet those advertising tourism on behalf of the country have consistently reaped laughs since the 1950s, generating attention for Switzerland at the same time.

April 1957: eight million people were amazed by the masterful TV documentary on the "spaghetti harvest" in Morcote, Ticino, shown on the UK's weekly news programme "Panorama". BBC cameraman Charles de Jaeger showed, in all seriousness, farmers' wives busily picking the ripe spaghetti from the trees, with the narration noting that, thanks to an extremely mild winter and successful Swiss breeding techniques, the pasta strands had all grown to exactly the same length. The SNTO office in London provided considerable support to the filming. The strategy bore fruit – the humour paid off, and Switzerland was on everyone's lips. In contrast to provocative campaigns, this humorous type of advertising engenders positive emotions, which can be associated with Switzerland as a holiday destination.

A flair for sophisticated jokes

Years later came the second prank: on 1 April 2009, a short TV piece went viral. It was a report on daring men and women who do everything possible to ensure that their country remains clean – which is why they were seen devotedly scrubbing away at cliffs and mountaintops. ST Director Jürg Schmid himself lent the story even more credibility by launching it on the radio at 7 o'clock in the morning. Thousands wanted to get stuck in and scrub the Matterhorn and other peaks clean of dirt. The Swiss joke was viewed over 100 million times, and Time Magazine online nominated the April Fools' Day prank as the fifth best in the world – at Spiegel online it even reached number one. And even better: the PR gag became a reality, in the form of cliff-cleaning courses.

A joyful heart. Again and again the SNTO/Switzerland Tourism have produced advertising with its tongue firmly in its cheek. Other witty campaigns include:

- 1966: A jovial step for mankind – **"Before you travel to the moon – travel to Switzerland"** campaign.
- 2006: Mountain men, not football players – **a call for football World Cup "widows" to discover real Swiss men.**
- 2007: **Hot snowmen –** bare-chested ski instructors enjoy the winter sun.
- 2016: **Bruno and the fantastic stuntman** – to shoot the coolest selfies you need a cool stunt double.

1953

Swiss television began: the first studio was situated in a converted tennis hall.

Schweiz Suisse Svizzera

1957

Beginnings of European unity (Treaty of Rome)

1958

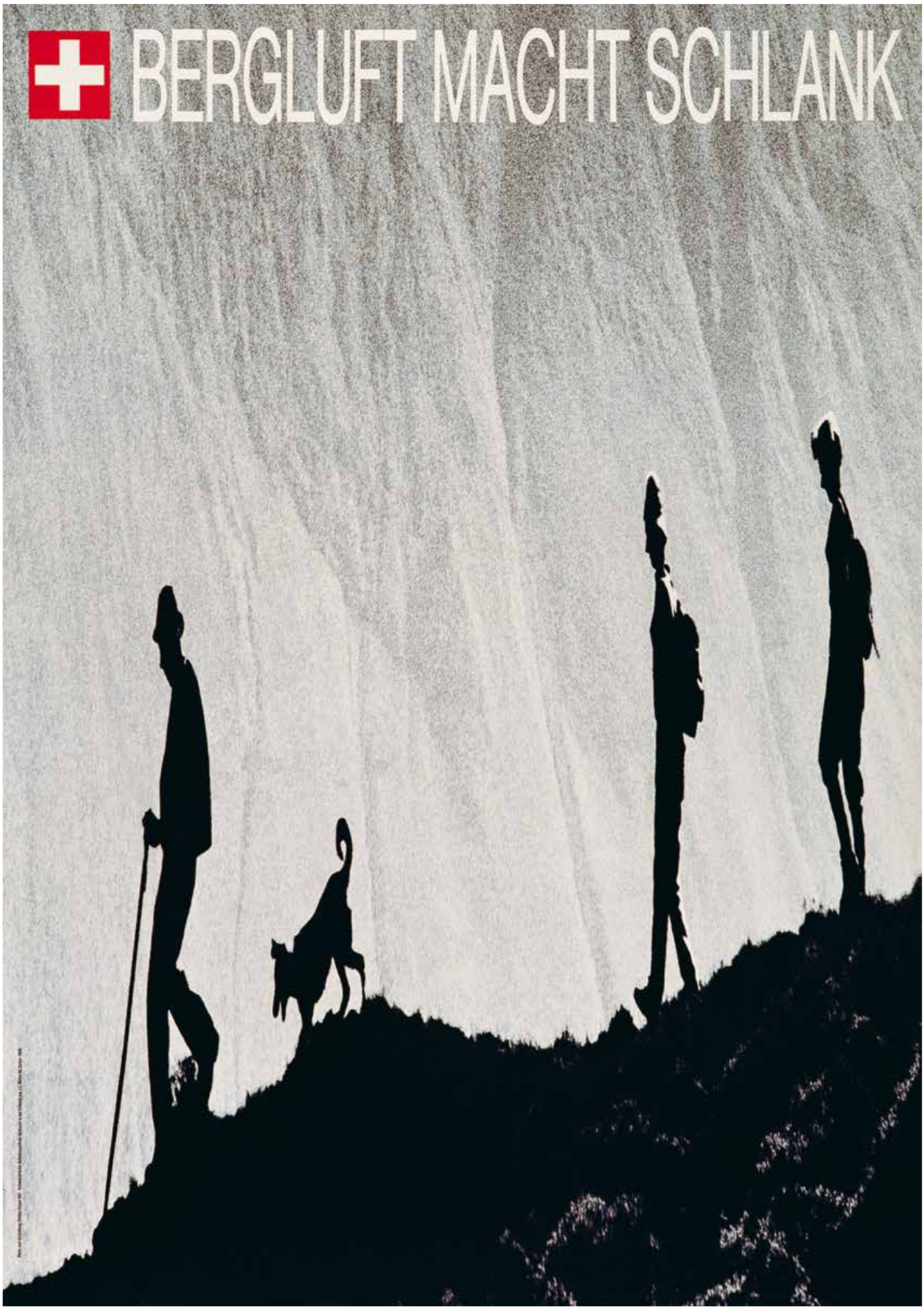
Launch of joint marketing of the Alpine region in the US (Alpine Tourist Commission ATC).

© Getty Images / Hulton Archive / Keystone

"Spaghetti Harvest in Ticino" (1957), filmed by the BBC **with the support of the SNTO in London.**

© Switzerland Tourism

Giving their all for a clean Switzerland: the cliff cleaners on 1 April 2009.



© Museum für Gestaltung Zurich, Poster Collection @ ZHdK

When it comes to Swiss tourism, nature has always been a trump card – and according to the Tourism Office in 1969, it even makes you thin.

Switzerland Tourism.

2016.

Annual Report.

Touring

Marketing organisation.

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"We are slowly regaining lost ground in Europe."

"The Grand Tour is an industry-wide collaborative project."

Did the tourism industry learn to deal with the strong Swiss franc?

The industry is continuing to rely on quality and innovation, which are the only motors of growth in the context of a strong Swiss franc. Factors such as new all-inclusive offers combining multiple services have contributed to help the industry regain some ground lost with European visitors in 2016.

How did ST contribute in this regard?

On the one hand, we've contributed by pursuing our dual strategy. We have worked intensively on long-haul markets, yet nevertheless maintained a strong presence in Europe. On the other hand, our marketing focuses on all those customer segments which have a high affinity with Switzerland. In this way we can best meet their specific needs and anticipate their dream holidays.

What are you taking from 2016 for the future of tourism?

The interest in the Grand Tour of Switzerland, both from our tourism partners and the public, is an encouraging sign for the future of this product. Tourism providers used it as a platform to develop original offers; it has proved to be a driver of innovation. From 2017, it will be possible to travel on the Grand Tour with electric vehicles.

Has the Grand Tour of Switzerland been well received by guests?

It has been greatly appreciated so far. The market research institute Publitest recorded around 50,000 visitors on the Grand Tour in 2016. They generated between 290,000 and 360,000 additional overnights. Its brand awareness has reached a pleasing 43 %.

How did the cooperation with the tourism industry go?

The Grand Tour is an industry-wide collaborative project. The road sign network and the 22 photo spots are examples of this national effort, of which the industry can be proud. Now the Swiss offers have to establish themselves on the global touring market. So I'm appealing to all players in the industry to take ownership of the Grand Tour and give it the prominent place it deserves in their own communication campaigns. Neither ST nor the Grand Tour of Switzerland association will be able to do it for them.

How does the Tour fit into the new segment and experiential strategy?

Touring has recorded a global growth of 21 %* and is one of the tourism sectors that have come out well despite the strong Swiss franc. In the latter, we offer memorable experiences, for which the price is not the determining factor in the guest's travel decision.

*Source: ITB World Travel Trends Report 2015/2016, IPK/ITB media information 2016.

Highlights 2016.

797

+ 13 compared with 2015

Meetings

The Switzerland Convention & Incentive Bureau successfully brought many meetings, events and conferences to Switzerland.

More details on page 18

6.34 m

+ 850,000 compared with 2015

High-value customer contacts

Customer contacts via E-newsletter, call centre, MySwitzerland.com and tour operators continue to grow steadily.

More details on page 10

2,196

+ 296 compared with 2015

Top media results

2196 reports about Switzerland were prominently placed and presented in the media.

More details on page 11

2.66 m

+ 410,000 compared with 2015

Social media contacts

The number of followers on Switzerland Tourism social media channels continues to grow (Facebook 1,858,326, Twitter 171,018, YouTube 9,429, Pinterest 18,515, Instagram 141,673, Tumblr 2,057, LinkedIn 11,788, Vine 909, Google+ 4,955, Weibo 276,043, Ren Ren 162,056, WeChat 5,510). The hashtag #IN**LOVE**WITH**SWITZERLAND** was used 102,000 times.

More details on page 10

4.70 m

– 0.12 m compared with 2015

KAM overnights

Switzerland Tourism generated an additional 4.7 million overnights in Key Account Management (KAM).

More details on page 11

30.17 m

+ 3.34 m compared with 2015

Web visits

In 2016, MySwitzerland.com recorded over 30 million visits – a new record.

More details on page 10

Projects with partners.

344,369

Swiss Travel Passes

In 2016, more Swiss Travel Passes were issued than ever before. This all-in-one ticket is the key to Switzerland's public transport network for individuals travelling from abroad.

Grand Tour

290,000

Additional overnights thanks to the Grand Tour

After just two seasons, the Grand Tour of Switzerland has reached a brand awareness of 43 %. According to estimations, it attracted between 45,000 and 55,000 visitors in 2016.

coop

40,320

Additional overnights through the Coop weekly newspaper

In collaboration with ST, the Coop weekly newspaper inspired Swiss people to explore their own country, with special hotel offers and great tips for excursions.

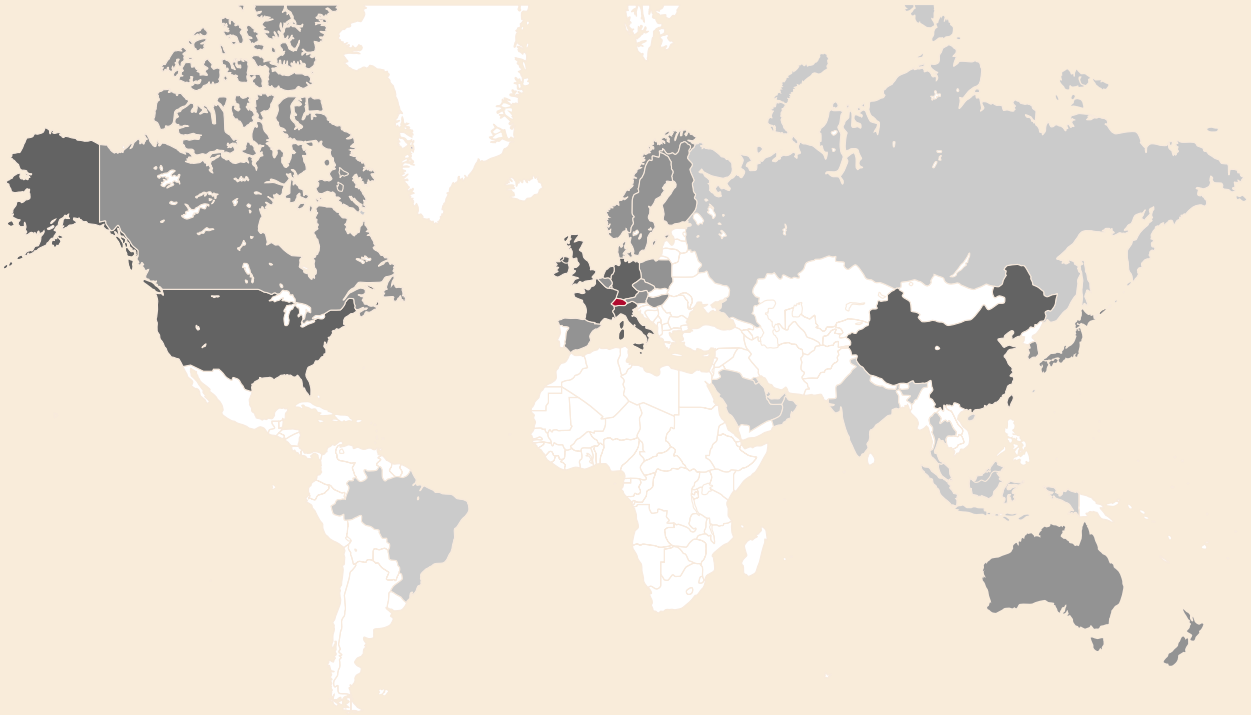
367,500

Return tickets UBS alpine campaign

In the summer up to the end of October 2016, UBS customers could discover 35 of Switzerland's most beautiful summits with a ten-franc mountain railway offer.

Marketing organisation

Historic mill in Vergeletto, Onsernone valley, Ticino.
© Switzerland Tourism, André Meier



1. Priority markets	2. Active markets	3. Strategic growth markets
77.9 % (27,661,920) of overnights in the Swiss hotel sector.	**9.8 % (3,488,111) of overnights in the Swiss hotel sector.**	**7.2 % (2,544,474) of overnights in the Swiss hotel sector.**
Germany, China (with Taiwan and Hong Kong), France, Italy, Netherlands, Switzerland, USA, UK (with Ireland)	Australia (with New Zealand and Oceania), Belgium (with Luxembourg), Japan, Canada, South Korea, the Nordic countries (Denmark, Finland, Norway, Sweden), Austria (with Hungary), Poland, Spain, Czech Republic	Brazil, Gulf states, India, Russia, Southeast Asia (Indonesia, Malaysia, Singapore, Thailand)

Switzerland Tourism in brief.

With its slogan "Switzerland. get natural.", Switzerland Tourism promotes Switzerland worldwide as a holiday destination.

The Switzerland Tourism (ST) marketing strategy has a long history. It has been promoting Switzerland as a travel and conference destination at home and abroad for 100 years, by federal mandate. ST positions Switzerland as a tourism brand which stands for quality, naturalness, sustainability and modernity, under the overall concept of "Swissness". To do so, ST develops marketing initiatives which 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.

In 2015, Switzerland's parliament extended ST's credit facility for 2016–2019 to 230 million Swiss francs, the maximum upper limit. Parliament can, however, decide on the precise amount to be invested annually.

Facts and figures.

Regional representations		26
Staff – of whom trainees		242 23
Spending – of which regular federal funding	CHF m CHF m	91.85 52.67
Spending abroad	CHF m	70.54
Degree of self-financing	%	43.90
Marketing budget / marketing staff	CHF	271,000

Market key figures	Number of staff	Media reports generated	Visits to MySwitzerland.com	High-value customer contacts*	Marketing contacts
Priority markets					
Germany	16	2,858	1,792,332	640,112	612,378,224
China (with Taiwan and Hong Kong)	11/(1)	942	633,276	520,683	175,483,469
France	10	449	1,920,041	548,041	681,775,944
Italy	9	1,238	1,838,410	678,819	631,668,847
Netherlands	8	460	606,190	245,226	89,136,200
Switzerland (headquarters: activities for all markets)	134	2,747	13,165,381	593,040	494,447,717
USA (with Canada)	14/(2)	816	2,073,553	629,249	236,863,535
UK (with Ireland)	11	1,696	1,193,899	402,464	277,713,211
Active markets					
Australia (with New Zealand and Oceania)	1/(1)	483	231,339	37,782	9,381,848
Belgium (with Luxembourg)	2	550	427,168	81,080	71,022,223
Japan	6	172	648,746	125,743	274,091,960
Canada	2	incl. with USA			
South Korea	4	555	189,552	162,861	436,854,549
The Nordic countries (Denmark, Finland, Norway, Sweden)	(3)	59	191,045	301,649	52,341,238
Austria (with Hungary)	1/(1)	549	237,214	41,756	32,586,132
Poland	(2)	275	165,903	72,415	90,711,175
Spain	3	319	875,146	236,344	63,092,324
Czech Republic	(2)	408	152,704	83,272	33,018,694
Strategic growth markets					
Brazil	(2)	33	296,429	257,403	339,553,364
Gulf states	3	189	633,454	69,405	108,069,672
India	(6)	353	382,433	454,220	1,132,998,630
Russia	5	916	441,887	75,293	379,157,451
Southeast Asia (Indonesia, Malaysia, Singapore, Thailand)	2/(4)	83	297,847	31,434	21,802,824

( ) 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, participants of the competition, fans/followers social media channels

Targeted marketing processes.

ST follows a dual strategy: keeping a strong presence on traditional markets, while intensifying its activities on growth markets.

Visitors from traditional European markets enjoy spending their Swiss holiday in both rural and urban destinations, while guests from long-haul markets continue to clearly favour the cities. This geographical distribution of visitors calls for a dual strategy. ST thus continues to tap into the growth potential of long-haul markets, while staying strongly present in traditional markets. In Europe, ST is prioritising less price-sensitive markets and segments, while in Asia, the focus is on high-quality individual tourism.

As a holiday destination, Switzerland is becoming more and more popular in the Gulf countries, India and the USA. In 2016, European markets began to show the first signs of a slight recovery. However, developments in the UK are less positive: the stronger Swiss franc vs. the British pound and a weakened consumer confidence have had a negative influence.

Marketing strategy.

Signpost for the Grand Tour of Switzerland at Aeschenplatz in Basel.
© Switzerland Tourism, André Meier

The four pillars of marketing.

The TV ad for the Winter campaign 16/17: Bruno is #IN**LOVE**WITH**SWITZERLAND**, because you can but you don't have to.

Promotion.

ST still stimulates the desire to travel to Switzerland using classic advertising means. The mix ranges from brochures, special offers, to videos and TV spots with a touch of humour, such as the "Bruno" ad.

Example TV ad: **Thrill & chill with Bruno.**
ST's humorous TV ads have become a tradition and are enormously popular, particularly on YouTube. In the ad for the Winter campaign 16/17, Bruno takes up the trend for selfies. Always relaxed, he has a double perform wild stunts through the dreamy winter landscape and quickly becomes a social media hero. By the end of the year, three million users had seen the ad on YouTube, and the message got through: Switzerland is the home of snow sports for both casual and active winter athletes.

Facts and figures.

Promotion		**2016**	2015
Advertising & marketing contacts*	bn	6.25	4.99
Brochures distributed**	m	29.29	34.06
High-value customer contacts***	m	6.34	5.49

*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

Digital marketing.

MySwitzerland.com is, according to Alexa ranking, one of the world's most popular destination websites. This online presence is complemented by ST's own apps and social media channels.

Example web: **A new web visits record.**
The Alexa ranking of websites measures visitor numbers and is one of the most significant indicators of online success. Alexa Internet Inc. is a subsidiary of Amazon. In this ranking, MySwitzerland.com was at the top end of national tourism and destination websites. This huge popularity is also confirmed by our own numbers: ST registered over 30 million visits in 2016 – an absolute record, which can be attributed both to our efforts in search engine optimisation and relevance of content.

Facts and figures.

Digital marketing		**2016**	2015
Web visits per day*		82,650	73,500
Web visits per year*	m	30.17	26.83
Languages		16	16
Hotels		2,263	2,353
Holiday apartments		21,703	22,667
E-CRM partners		31	30
Newsletter subscribers		876,000	796,000
Newsletters sent	m	15.52	8.68
Mobile app downloads	m	2.78	2.53
Social media contacts**	m	2.66	2.25

*WEMF-certified
** Number of followers on Facebook, Twitter, YouTube, Pinterest, Instagram, Tumblr, LinkedIn, Vine, Weibo, Ren Ren, Google+, WeChat

MySwitzerland.com set a new record, with over 30 million visits.

Key Media Management (KMM).

Thanks to target-group oriented media relations, Switzerland as a holiday destination was represented in newspapers, radio and TV all over the world. Trips and conferences kept the media's interest continually piqued.

Example press trips:

The Grand Tour on a Harley.

The Grand Tour of Switzerland is the Swiss answer to the global tourism trend for touring. In 2015 the Grand Tour was introduced to a broad audience. In 2016, ST targeted specialist journalists in order to reach specific interest groups and new visitor segments. In Poland, for instance, ST teamed up with Harley-Davidson to invite Polish motoring journalists for a Grand Tour on the newest models. Their reports generated around 1 million media contacts.

Facts and figures.

Key Media Management		**2016**	**2015**
Media contacts	bn	10.76	11.09
Media reports generated		16,218	15,612
Participants on ST media trips		2,115	2,100
Media conferences		115	98
Top media results*		2,196	1,900

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

Polish journalists discover the Grand Tour of Switzerland on Harley-Davidsons – with a stopover in Brunnen, Schwyz.

The new concept of the STE Brazil has been very well received by tourism partners.

Key Account Management (KAM).

In long-haul markets, Swiss holidays are predominantly booked through specialist travel agencies. ST's training of their employees has paid off.

Example travel agencies:

New STE concept in Brazil.

With a new concept, ST Brazil has been able to further improve the efficiency of the travel industry event Switzerland Travel Experience (STE). To this end, 186 tour operator representatives were invited in three groups to a resort near São Paulo for 24 hours. The focus was on exchanging ideas, with workshops held by key players in Swiss tourism. The new concept generated 3,700 additional overnights and the feedback from both TOs and partners was very positive. "I've just experienced an absolutely first-class STE Brazil. They've solved a complex task brilliantly," said Markus Lergier, director of Bern Tourism.

Facts and figures.

Key Account Management		**2016**	**2015**
KAM-generated overnights	m	4.70	4.81
Tourism turnover*	CHF bn	1.13	1.17

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

Segment and experiential strategy.

Targeted visitor marketing.

More and more visitors want to learn, discover and experience unique moments when travelling. To meet their needs, in 2016 ST began to adopt a marketing strategy which focuses on clearly defined visitor categories to offer them the appropriate experiences.

As a holiday destination, Switzerland must have the ambition to be “Best in Class”, differentiating itself with surprising, unique, high-quality experiences. Over the years we have also learned that price becomes less of an issue when travellers are looking for such precious moments.

In order to be able to promote and offer the right experience for individual markets and groups with an even greater accuracy, ST has identified ten segments in leisure tourism and three in business tourism (see graphic).

This division still distinguishes between our four main campaigns: Cities, Summer, Winter and Meetings. However, within these campaigns, we identify different visitor segments and their clearly defined needs. Summer, for example, is the season of the “Nature Lover”. Visitors in this segment want to break away from their everyday lives and recharge their batteries in nature, as well as get to know the local cultures. The “Outdoor Enthusiast”, on the other hand, looks for a broad range of sporting opportunities in a picturesque natural environment.

Highlighting experiences

The most important criteria for success of the new strategy are experiences that are conveniently located, easily accessible and bookable. The new segment and experiential strategy is thus applied consistently in the complete four-wheel drive of ST’s integrated marketing (Promotion, Digital Marketing, Key Media Management and Key Account Management). The experiences are prominently featured on both on- and offline platforms in the form of exciting stories.

Cities

- City Breaker
- Culture Traveller
- Attractions Tourer
- Lifestyle Traveller

Summer

- Nature Lover
- Outdoor Enthusiast
- Attractions Tourer
- Lifestyle Traveller
- Spa & Vitality Guest
- Family

Winter

- Snow Lover
- Snow Sports Enthusiast
- Attractions Tourer
- Lifestyle Traveller
- Spa & Vitality Guest
- Family

Meetings

- Congress Organizer
- Meeting Planner
- Incentive Planner

Cities.

The best advertisement for Swiss cities.

City trips are fashionable. Cultural and artistic offers play a key role in urban tourism. ST is relying on its strong partners to communicate in this area.

ST is positioning Swiss cities as “Boutique Towns”, where attractive historic districts make the visitor feel comfortable and where world-class art can be enjoyed in a stress-free setting. To increase the awareness level of the artsy side of Swiss cities internationally, ST has sought cooperation with specialist institutions – for example, the new “Art Museums of Switzerland” (AMoS) association, to which 11 of the most renowned Swiss museums belong. Efforts for the promotion of urban tourism have also been rewarded in India. After ST and Zurich Tourism persuaded the producers of the popular TV soap opera “Yeh Rishta Kya Kehlata Hai” of the city’s charms, several episodes of the show (67 million viewers) were filmed in the city, including in the historic quarter.

Facts and figures.

“Switzerland’s cities are boutique towns with attractive historic districts and a sense of well-being, inviting visitors to linger for longer. Visitors can enjoy world-class art and culture, yet also take in views of mountain peaks all around – all in one place.”

Segments

City Breaker
– Urban Lifestyle Seeker
– Sightseer

Culture Traveller
– Culture Traveller

Attractions Tourer
– Attractions, History & Heritage Explorer
– Day Tripper

Lifestyle Traveller
– Luxury Traveller
– Gourmet

Cities		**2016**	2015
Budget	CHF m	10.7	9.5
Share of total budget	%	11.6	9.9
Target markets	BE, CH, DE, ES, FR, IT, UK, USA (with CA)		
Brochures distributed	m	5.7	10
Participants on ST media trips		722	777
Media conferences (home and abroad)		62	37
Media contacts (readers, viewers, listeners)	bn	2.98	3.32

ST assisted the 34-strong Indian film crew and their one ton of equipment on the journey through Switzerland – as here in Zurich.

Summer.

Victoria on the road to happiness.

The focus of 2016's Summer campaign was the Grand Tour of Switzerland: in a TV ad, the British "Lady Victoria" embarked on a journey with Maurice the dog and a motorcycle.

In ST's 2016 Summer campaign, "Lady Victoria" embarked on the Grand Tour to look for the reasons why the Swiss are the happiest people in the world. In addition to varied and breathtakingly beautiful landscapes, she also experienced unforgettable personal moments, such as leaping into an emerald-green lake or having an impromptu lunch with the locals. The message: on the Grand Tour you can discover the happiness of the Swiss and be a part of it. In summer 2016, the Grand Tour generated over 290,000 additional overnights and reached a brand awareness of 43 % in only its second season.

In the 2016 Summer campaign, "Lady Victoria" and her dog, Maurice, experience beautiful moments on the Grand Tour.

Facts and figures.

"The Grand Tour of Switzerland combines Switzerland's highlights in one single journey."

Segments

Nature Lover
– Ecotourist
– Typically Swiss Romantic

Outdoor Enthusiast
– Hiker
– Biker & Cycler

Attractions Tourer
– Attractions, History & Heritage Explorer
– Day Tripper

Lifestyle Traveller
– Luxury Traveller
– Gourmet

Spa & Vitality Guest
– Spa & Vitality Guest
– Well Ager

Family
– Family with Toddlers
– Family with Kids

Summer		**2016**	2015
Budget	CHF m	42.6	46.9
Share of total budget	%	46.4	48.8
Target markets		worldwide	worldwide
Brochures distributed	m	18.0	19.0
Visits to MySwitzerland.com	m	15.2	13.3
Participants on ST media trips		878	842
Media contacts (readers, viewers, listeners)	bn	4.3	4.6
KAM-generated overnights	m	2.6	2.6

*Including Cities campaign content

An interactive journey through Switzerland as a touring destination in Paris.

360 degrees of Switzerland in Paris.

In the business Paris district of La Défense, ST invited passers-by on an interactive journey. The Grand Tour of Switzerland installation brought Switzerland as a touring destination to life, with a 360-degree experience spread over 700 sq m. Among other things, visitors could try on a virtual reality headset, which made it possible to suddenly be standing amidst the Rhine Falls, or bungee jumping off the Verzasca Dam. The event was a massive success: over five days, 200,000 people saw the exhibition and 8,000 visitors actively participated in the virtual Switzerland journey. The accompanying media reports generated almost four million contacts.

Strong partnerships.

Switzerland was the official host nation of CMT Stuttgart, Germany's largest public fair for tourism and leisure, with 220,000 visitors. Making an appearance in the capital of Baden-Württemberg was no coincidence: the state accounts for 25 % of all German overnights in Switzerland, and so has special significance.

To win back price-sensitive German visitors, especially in the "Attractions Tourer" segment, ST combined forces for this event and was able to count on strong Swiss partners (46 destinations, regions and companies), with the Grand Tour as a particular focus. One of many highlights was a sneak preview of Little Mountain Boy – the film adaptation of the classic children's book "A Bell for Ursli". The Oscar-winning director Xavier Koller personally introduced his film.

Switzerland as host nation at CMT Stuttgart: (from left) Jürg Schmid, CEO Switzerland Tourism; Roland Bleinroth, CEO Messe Stuttgart; Christine Schraner Burgener, Swiss Ambassador to Germany; Dr. Nils Schmid, Minister of Finance and Economy for Baden-Württemberg.

Winter.

Swiss winter arrives in China.

35 % of Chinese skiers dream of skiing holidays abroad. At Asia's largest winter sport fair, ST promoted Switzerland as the "Home of Snowsports".

The Chinese government estimates that there will be 300 million Chinese winter sports enthusiasts by the time of the 2022 Beijing Winter Olympics. There are already around 560 ski domains in China, and a total of 12 million skier-days was recorded during the 2014–15 winter season. To make as many of them as possible dream of a holiday in the "Home of Snowsports", ST (in conjunction with 22 partners) presented the Swiss winter at the first World Winter Sports Expo in Beijing, which was attended by around 100,000 visitors (individuals and tourism professionals). The interest was gratifying: ST representatives gave many well-attended keynote presentations on winter sports in Switzerland. The ST stand was awarded the prize for best presentation and 80 journalists attended the ST media conference.

*Source: "China Ski Industry White Book 2015/2015 International Report on Snow & Mountain Tourism", Laurent Vanat.

ST presents the Swiss winter at the first World Winter Sports Expo in Beijing.

Facts and figures.

"Switzerland is the original destination for snow-white, active winter experiences with the warmth of an open fire."

Segments

Snow Lover
– Winter Magic Romantic

Snow Sports Enthusiast
– Skier
– Free Rider
– Cross-country Skier

Attractions Tourer
– Attractions, History & Heritage Explorer
– Day Tripper

Lifestyle Traveller
– Luxury Traveller
– Gourmet

Spa & Vitality Guest
– Spa & Vitality Guest
– Well Ager

Family
– Family with Toddlers
– Family with Kids

Winter		**2016**	2015
Budget	CHF m	22.4	22.7
Share of total budget	%	24.4	23.6
Target markets		worldwide	worldwide
Brochures distributed	m	5.4	5.0
Visits to MySwitzerland.com	m	14.9	13.5
Participants of ST media trips		555	481
Media contacts (readers, viewers, listeners)	bn	2.7	3.1
KAM-generated overnights	m	1.2	1.3

*Including Cities campaign content

Switzerland in the heart of Stockholm.

The NK store in Stockholm is one of Sweden's leading department stores. At the start of every winter season, it hosts "After-Ski Days". Switzerland was once again prominently represented from 24 to 27 November, and with its stand right at the entrance was able to appeal directly to snow lovers.

A total of 137,000 visitors flocked into the department store over the four days, to be greeted with cheese bites and brochures. In addition, the "NK Talks", featuring guests from sport, business or tourism, often included Switzerland. One example was an interview with the popular Swedish extreme skier Sara Orrensjö, who regularly trains in the Swiss Alps. The promotion was a great success and helped strengthen Switzerland's brand as the "Home of Snowsports."

The popular Swedish TV host and meteorologist Madeleine Westin was one speaker at the "NK Talks". She had recently been skiing in Graubünden, Switzerland.

Skiing on the Valais slopes in London.

Visitors to the Snow Centre indoor ski hall near London are offered an all-round Swiss experience.

ST's dual strategy taps new markets without neglecting important traditional markets such as the United Kingdom. The best example of this is the Snow Centre in Hemel Hempstead, north of London, an indoor ski hall, which has a potential 225,000 visitors annually.

Together with Valais/Wallis Promotion, ST signed a three-year partnership with the Snow Centre, enabling potential winter sport visitors to be inspired by Switzerland even during their first attempts at skiing – whether it be by the unique Valais alpine panorama on the walls of the hall, the restaurant with Swiss specialities, or the five travel deals to Valais developed by ST, which can be booked through the Snow Centre. The partnership launch was very successful, attracting great interest in the media – with articles in the British "Daily Telegraph" newspaper, "Le Nouvelliste" and reports on Swiss TV news programmes.

Meetings.

Continuing to promote diversification.

From an economic point of view, the Meetings sector remains challenging. A large variety of markets and types of meetings is needed to be able to compensate for possible decline.

The length of meetings and number of participants are tending to diminish. Important meeting clients from the financial and insurance industries have become more price-conscious and demand in Europe is decreasing. In order to compensate for this decline, the Switzerland Convention and Incentive Bureau (SCIB) has continued to promote diversification with regard to the variety of markets and types of meetings. For example, there is great potential in incentives, particularly in Asia, and in congresses for associations. These tend to be less price-sensitive and Switzerland profits from its good image. In 2016 the SCIB was able to help many congresses come to Switzerland, the Association for Physiotherapy with 5,000 participants, and the conference of the International Moving Industry (FIDI) with 600 participants, among others. Together with other meetings and incentive trips, 2016 saw 1,479 offers processed and 797 meetings held in Switzerland.

The Bâtiment des Forces Motrices (BFM) in Geneva where a night-time event for the International Moving Industry (FIDI) was held.

Facts and figures.

"Switzerland stands for sustainable and superbly organised meetings with spectacular natural surroundings…here every inch of space is packed with experiences."

Segments

Congress Organizer
- Association Executive
- Swiss Member of International Association
- Institutional Executives

Meeting Planner
- Department Head
- Personal Assistant
- Agency Account Manager

Incentive Planner
- Meeting Executive
- Agency Account Manager

Meetings		**2016**	**2015**
Budget	CHF m	7.2	7.3
Share of total budget	%	7.8	7.6
Tourism revenue	CHF m	81.9	63.2
Visits to MySwitzerland.com/ meetings		274,006	225,199
KAM-generated overnights		246,042	189,839
Number of meetings, events & conferences		797	784
Number of quotation requests processed by SCIB		1,479	1,311

Names and numbers.

The medieval Castle of Aigle, in the heart of the Chablais wine region in Vaud.
© Switzerland Tourism, Christof Sonderegger

Board of Directors.

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

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

Dr. Peter Vollmer
Vice President Switzerland Tourism
(until 31.12.2016)

Casimir Platzer
President GastroSuisse

Jörg Arnold
Board member of hotelleriesuisse,
Director Hotel Storchen Zurich

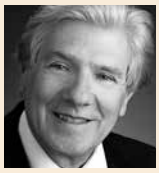
Stefan Roth
Member of the Board of Directors
Lucerne Tourism, Mayor of Lucerne
until 31.08.2016

Markus Binkert
Chief Commercial Officer
Swiss International Air Lines Ltd

Marco Solari
President International
Film Festival Locarno
(until 31.12.2016)

Jean-Michel Cina
Minister of Economy, Energy and
Spatial Development, Canton of Valais;
President of the Conference of the
Swiss Cantonal Governments
(until 31.12.2016)

Hansjörg Trachsel
Ex Member of the
Government Council (GR)
(until 31.12.2016)



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

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

Catherine Mühlemann
Media Entrepreneur and Executive
Board Member (as of 01.01.2017
Vice President Switzerland Tourism)

As of 01.01.2017

Eric A. Balet
Vice President Seilbahnen Schweiz,
CEO Téléverbier SA

Marcel Perren
President Regional Tourism Directors in
Switzerland, Director Lucerne Tourism

Dr. Jon Domenic Parolini
Member of the Governing Council of
Canton Graubünden, Department of
the Economy and Social Services

Aldo Rampazzi
President Agenzia Turistica Ticinese
(ATT)

Executive Board.

Jürg Schmid
CEO

Nicole Diermeier
Marketing & Productions

Urs Eberhard
Executive Vice President, Markets

Marc Isenring
Corporate Services

Gilles Dind
Europe West

Martin Nydegger
Business Development

Daniela Bär
International Media & Corporate Communication (until 31.7.2016)

Thomas Winkler
Digital Management

Barbra Steuri-Albrecht
Meetings & Incentives

Extended Management Team (EMT).

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

Markus Berger Corporate Communication (as of 1.11.2016)	**Angela Leutwiler Hüssy** Human Resources
Simon Bosshart Asia-Pacific & Global Accounts	**Yves Luetolf** BeNeLux (as of 1.3.2016)
Corinne Genoud United Kingdom & Ireland	**Marc Mauron** Winter (as of 11.4.2016)
Alex Herrmann North America	**Tiziano Pelli** Management Services
Dominic Keller Switzerland	**Federico Sommaruga** Emerging Markets & Special Projects
Michelle Kranz Cities (as of 1.2.2016)	**Armando Troncana** Italy
Jörg Peter Krebs Central & Eastern Europe	**Samuel Zuberbühler** Summer (as of 1.2.2016)

Switzerland Tourism Council (S.T.C.). 1

Jörg Arnold Board member of hotelleriesuisse, Director Hotel Storchen Zurich, Board of Directors Switzerland Tourism	**Robert Deillon** CEO Genève Aéroport
Eric A. Balet Vice President Seilbahnen Schweiz, CEO Téléverbier SA, Board of Directors Switzerland Tourism (as of 01.01.2017)	**Carl Elsener** CEO Victorinox
Markus Binkert Chief Commercial Officer Swiss International Air Lines Ltd., Board of Directors Switzerland Tourism	**Dr. David Escher** CEO Switzerland Cheese Marketing AG
Prof. Dr. Aymo Brunetti Head of the Center for Regional Economic Development (CRED), University of Bern	**Remo Fehlmann** Director GastroSuisse
Marcel Bührer CEO Swisscard AECS AG	**Elia Frapolli** Director Ticino Turismo
Martin Bütikofer Director Swiss Museum of Transport	**Barbara Gisi** Managing Director Swiss Tourism Federation STV-FST
Hans-Ruedi Christen CEO Chocolat Frey AG (S.T.C. until 31.12.2016)	**Fredi Gmür** CEO Swiss Youth Hostels, President Non-hotel accommodation Switzerland (S.T.C. until 31.12.2016)
Jean-Michel Cina Minister of Economy, Energy and Spatial Development, Canton of Valais; President of the Conference of the Swiss Cantonal Governments, Board of Directors Switzerland Tourism (until 31.12.2016)	**René Kamer** Director RailAway AG

Switzerland Tourism Council (S.T.C.). 2

Richard Kämpf
Head of Tourism Affairs, State Secretariat for Economic Affairs SECO

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

Prof. Dr. Christian Laesser
Director Institute for Systemic Management and Public Governance, Research Center Tourism and Transport, University of St.Gallen

Sven Lareida
Head of Partnership Marketing, Swiss International Air Lines Ltd.

Maurus Lauber
CEO Swiss Travel System AG

Fernando Lehner
Chairman of the Board Matterhorn Gotthard Bahn, Gornergrat Bahn

Michael Maeder
CEO STC Switzerland Travel Centre AG

Claude Meier
CEO hotelleriesuisse

Catherine Mühlemann
Media Entrepreneur and Executive Board Member, Board of Directors Switzerland Tourism (as of 01.01.2017 Vice President Switzerland Tourism)

Beat Niedermann
Executive Director, Corporate & Institutional Clients, UBS Switzerland AG

Dr. Jon Domenic Parolini
Member of the Government Council (GR), Head of Department of Economy and Social Services, Canton of Graubünden, Board of Directors Switzerland Tourism (as of 01.01.2017)

Marcel Perren
President Regional Tourism Directors in Switzerland, Director Lucerne Tourism, Board of Directors Switzerland Tourism (as of 01.01.2017)

Jeannine Pilloud
Head of Passenger Traffic Division Swiss Federal Railways SBB and Member of the Management Board, Board of Directors Switzerland Tourism

Casimir Platzer
President GastroSuisse, Board of Directors Switzerland Tourism

Aldo Rampazzi
President Agenzia Turistica Ticinese (ATT), Board of Directors Switzerland Tourism (as of 01.01.2017)

Alessandro Rigoni
Business Executive Manager Nestlé Suisse SA (S.T.C. as of 01.01.2017)

Ernst Risch
Managing Director Liechtenstein Marketing

Prof. Michel Rochat
General Director Ecole hôtelière de Lausanne

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

Stefan Roth
Member of the Board of Directors Lucerne Tourism, Mayor of Lucerne (until 31.08.2016), Board of Directors Switzerland Tourism

Fritz Ruchti
Sales director/deputy director Hallwag Kümmerly+Frey AG (S.T.C. until 31.12.2016)

Carlos Sardinha
Director Europcar AMAG Services AG

Bruno Sauter
Deputy Minister of the Department for Economy and Labour, Canton of Zurich

Benno Seiler
Delegate of the Mayor's Office, City of Zurich

Marco Solari
President International Film Festival Locarno, Board of Directors Switzerland Tourism (until 31.12.2016)

Ueli Stückelberger
Director Public Transport Association and Swiss Cableways

Joos Sutter
Chairman of the Coop Executive Committee

Hansjörg Trachsel
Ex Member of the Government Council (GR), Board of Directors Switzerland Tourism (until 31.12.2016)

Martin Tritten
Bern Economic Development Agency, Tourism Expert

Dr. Peter Vollmer
Vice President Switzerland Tourism (until 31.12.2016)

Hans-Martin Wahlen
Delegate of the Board of Directors/CEO Kambly SA

Stephan Widrig
CEO Flughafen Zürich AG

Andreas Willich
Head of passenger traffic and Member of the Management Board, BLS AG

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

David Zurcher
CEO BMC Switzerland AG

Balance Sheet 2016.

1. Assets		Balance sheet 31.12.2016	Balance sheet 31.12.2015
Current assets		CHF	CHF
1.1	**Liquid assets**		
	Cash on hand	34 090.90	49 400.47
	Postal accounts	250 799.23	238 011.66
	Bank accounts	11 759 261.84	17 780 625.45
	Total liquid assets	**12 044 151.97**	**18 068 037.58**
1.2	**Accounts receivable**		
1.2.1	**Receivables from sale of goods and services**	**1 660 373.59**	**1 527 957.48**
1.2.2	**Other short-term accounts receivable**		
	Guarantee obligations, advances	77 660.24	408 634.69
	Public institutions	299 632.85	388 739.57
	Total accounts receivable	**2 037 666.68**	**2 325 331.74**
1.3	**Stock and work in progress**		
	Stock and work in progress	180 417.28	280 503.00
	Total stock and work in progress	**180 417.28**	**280 503.00**
1.4	**Prepaid expenses**		
	Prepaid expenses	2 611 702.28	2 365 369.72
	Prepayments	1 329 036.80	2 468 839.24
	Total prepaid expenses	**3 940 739.08**	**4 834 208.96**
Total current assets		**18 202 975.01**	**25 508 081.28**
Fixed assets			
1.5	**Financial assets: long-term receivables from third parties**	**397 895.99**	**342 705.21**
1.6	**Participations**	**1 226 504.00**	**1 226 504.00**
1.7	**Tangible assets**		
	Office equipment, office machinery	231 382.11	257 078.87
	IT equipment	372 820.12	223 629.09
	Infrastructure for presentations	18 101.11	33 256.37
	Total tangible assets	**622 303.34**	**513 964.33**
1.8	**Fixed assets real estate**		
	Real estate	6 508 534.11	6 716 659.11
	Total fixed assets real estate	**6 508 534.11**	**6 716 659.11**
Total fixed assets		**8 755 237.44**	**8 799 832.65**
Total assets		**26 958 212.45**	**34 307 913.93**

2. Liabilities and owners' equity

		Balance sheet 31.12.2016	Balance sheet 31.12.2015
Liabilities		CHF	CHF
2.1	**Short-term liabilities**		
2.1.1	**Accounts payable**	**6 547 885.23**	**7 069 688.77**
2.1.2	**Other short-term liabilities**		
	Public institutions	815 916.02	1 011 003.67
	Third parties	1 158 927.50	1 513 338.72
	Pension funds	281 273.24	277 349.82
	Total other short-term liabilities	**2 256 116.76**	**2 801 692.21**
2.1.3	**Deferred credit to income / short-term provisions**		
	Deferred credit to income	1 327 892.58	1 393 103.85
	Federal contribution January 2016 / 2015	0.00	5 100 000.00
	Personnel provisions	915 061.71	879 128.81
	Provision "Grüezi Deutschland" 2015 / 2016	0.00	1 827 678.00
	Marketing activities, following year	2 256 149.00	2 526 658.00
	Total deferred credit to income / short-term provisions	**4 499 103.29**	**11 726 568.66**
Total short-term liabilities		**13 303 105.28**	**21 597 949.64**
2.2	**Long-term liabilities**		
2.2.1	**Other long-term liabilities (real estate Paris)**	**4 242 246.58**	**4 346 696.37**
2.2.2	**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	890 000.00	509 900.00
	Others	2 036 051.04	2 197 856.54
	Extraordinary events Destination Switzerland	3 000 000.00	2 260 000.00
	Statutory severance and pension provisions	1 288 314.10	1 208 752.02
	Total long-term provisions	**7 726 465.14**	**6 688 608.56**
Total long-term liabilities		**11 968 711.72**	**11 035 304.93**
Owners' equity			
2.3	**Capital as of 1.1.2016 / 2015**	**1 674 659.36**	**1 669 942.72**
	Reduced expenditure	11 736.09	4 716.64
Total owners' equity		**1 686 395.45**	**1 674 659.36**
Total liabilities and owners' equity		**26 958 212.45**	**34 307 913.93**

Profit and Loss Account 2016.

		Budget 2016	Account 2016	Account 2015
Net income		CHF	CHF	CHF
3.1	**Members' contributions**			
	Swiss Confederation	–52 666 000	–52 665 600.00	–52 903 600.00
	Switzerland Tourism Council	–933 000	–905 000.00	–960 000.00
	Other members (cantons, communities, other tourism contributors, commerce interests, firms, organisations)	–1 541 000	–1 603 044.00	–1 536 197.00
	Total members' contributions	**–55 140 000**	**–55 173 644.00**	**–55 399 797.00**
3.2	**Miscellaneous income**	**–135 000**	**–78 984.05**	**–202 797.78**
3.3	**Expenses charged to third parties**			
	Income from personnel expenses charged to third parties	–1 018 000	–906 051.79	–1 014 160.95
	Income from operating expenses charged to third parties	–212 000	–217 522.39	–248 921.18
	Total expenses charged to third parties	**–1 230 000**	**–1 123 574.18**	**–1 263 082.13**
Total operating income		**–56 505 000**	**–56 376 202.23**	**–56 865 676.91**
Marketing income				
3.4	**Sponsorship marketing**	**–7 780 000**	**–7 889 240.71**	**–9 500 560.30**
3.5	**Other marketing income**	**–27 800 000**	**–26 470 226.86**	**–28 490 797.10**
Total marketing income		**–35 580 000**	**–34 359 467.57**	**–37 991 357.40**
Total income		**–92 085 000**	**–90 735 669.80**	**–94 857 034.31**
Marketing expenses				
4.1	**Expenses from marketing**	**59 116 000**	**57 120 325.03**	**64 434 192.25**
	Addition (+)/removal (–) fond extraordinary incidents Destination Switzerland	0	740 000.00	–1 993 200.00
Total expenses from marketing		**59 116 000**	**57 860 325.03**	**62 440 992.25**
Personnel expenses				
4.2	**Personnel expenses**			
	Salaries	22 674 000	22 490 681.81	22 050 526.66
	Social security	4 367 000	4 227 157.53	4 276 699.23
	Staff training and continuing education	220 000	182 535.24	211 015.83
	Transfers/staff recruiting	250 000	368 665.56	266 009.92
	Unused vacation/overtime (adjustment)	0	34 701.75	–106 323.25
	Travel and representation expenses	315 000	253 239.89	281 706.62
	Miscellaneous personnel expenses	303 000	241 608.26	225 458.70
Total personnel expenses		**28 129 000**	**27 798 590.04**	**27 205 093.71**
Other operating expenditure				
4.3	**Other operating expenditure**			
	Occupancy expenses	2 994 000	3 295 543.54	3 043 618.55
	Administrative expenses	1 459 000	1 450 211.71	1 150 806.93
	General expenses for public authorities	218 000	220 407.58	197 393.89
	Other operating expenditure	24 000	48 740.73	43 780.43
Total other operating expenditure		**4 695 000**	**5 014 903.56**	**4 435 599.80**
Depreciation and value adjustments on fixed assets				
4.4	**Depreciation on tangible assets**			
	IT equipment	375 000	303 117.41	228 468.74
	Furnishings, equipment, installations	181 000	253 613.01	219 595.57
Total depreciation on tangible assets		**556 000**	**556 730.42**	**448 064.31**
Operating result before interest and taxes		**411 000**	**494 879.25**	**–327 284.24**
5.0	**Financial income**	**–101 000**	**–29 984.73**	**–3 357.96**
5.1	**Financial expenses**	**130 000**	**2 220.33**	**663 703.78**
Operating result before interest and taxes		**440 000**	**467 114.85**	**333 061.58**
6.0	**Non-operating income (real property)**	**–1 201 000**	**–1 080 080.52**	**–1 152 529.25**
6.1	**Non-operating expenses (real property)**	**761 000**	**601 229.58**	**814 751.03**
Reduced expenditure		**0**	**–11 736.09**	**–4 716.64**

Cash Flow Statement 2016.

	2016
Cash flow from operations	CHF
Reduced expenditure	**11 736.09**
Depreciation (tangible fixed assets)	
Furnishings, equipment, installations	242 636.74
IT equipment	319 778.69
Tradeshow booth	15 155.26
Depreciation (fixed assets real estate)	
Real estate Paris	208 125.00
Changes (working capital / provisions)	
Decrease accounts receivable	287 665.06
Decrease inventories and work in progress	100 085.72
Decrease prepaid expenses	893 469.88
Decrease short-term liabilities	–1 067 378.99
Decrease deferred credit to income and short-term provisions	–7 227 465.37
Changes (long-term provisions)	
Conversion of rented premises/chattels	380 100.00
Increase extraordinary events Destination Switzerland	740 000.00
Increase severance payments	79 562.08
Decrease miscellaneous provisions	–161 805.50
Total cash flow from operations	**–5 178 335.34**
Cash flow from investments	
Financial investments	
Long-term receivables from third parties	–55 190.78
Tangible fixed assets	
IT equipment	–468 969.72
Furnishings, equipment, installations	–216 939.98
Infrastructure for presentations	0.00
Total cash flow from investments	**–741 100.48**
Cash flow from financial activities	
Non-operating liabilities	
Decrease long-term liabilities	–104 449.79
Total cash flow from financial activities	**–104 449.79**
Change in cash equivalents	**–6 023 885.61**
Verification	
Opening balance liquid funds	18 068 037.58
Closing balance liquid funds	12 044 151.97
Total change in cash equivalents	**–6 023 885.61**

Notes to the 2016 Financial Statements.

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

Fixed assets
Tangible assets are recognized at acquisition or manufacturing costs less the necessary economic depreciation.

To calculate the depreciation, the following life expectancies and methods of depreciation are used:

Tangible assets	Life expectancy	Method
Office equipment / office machines	3 years	Straight-line
IT hardware / software	3 years	Straight-line
Infrastructure for presentations	7 years	Straight-line
Paris real property	80 years	Straight-line

The depreciation for infrastructure for presentations in marketing (tradeshow booth and furniture) and web hardware are recognized in “Expenses from marketing”, current year CHF 20,840.27 / previous year CHF 63,714.

Accounts receivable
Accounts receivable and other short-term receivables are recognized at nominal amounts. Individual specific value adjustments are made on these amounts and the value of the remaining amounts is adjusted by a flat rate of 5 % / 10 %.

Foreign currency items
The foreign currency items were valued at the official exchange rates of the federal tax authorities.

Company
Switzerland Tourism
Tödistrasse 7
8027 Zurich
Public Corporation

Full-time equivalents
The average number of full-time equivalents for the year is not in excess of 250 employees.

	2016	2015
Investments	CHF	CHF
STC Switzerland Travel Centre AG Zurich / London – share capital	5 250 000	5 250 000
ST shareholding	33 %	33 %
Swiss Travel System AG, Zurich – share capital	300 000	300 000
ST shareholding	10 %	10 %
Receivables / payables from / to STC Switzerland Travel Centre AG		
The balance sheet contains the following credit / liability items:		
1.2.1 Debitors	42 048	0
2.1.1 Creditors	306 131	197 706
Receivables / payables from / to STS Swiss Travel System AG		
The balance sheet contains the following credit / liability items:		
1.2.1 Debitors	46 395	44 506
2.1.1 Creditors	0	211 969
Liabilities to pension funds		
Short-term liabilities to pension funds in Switzerland and abroad	281 273	266 000
Leasing liabilities		
Total amount of leasing liabilities	42 866	41 308
Reversal of undisclosed reserves		
Net reversal of undisclosed reserves during the financial year	0	2 169 027
Off-balance sheet transactions		
Positive replacement value of forward exchange transactions	321 235	234 892
Negative replacement value of forward exchange transactions	–494 818	–94 768
Total contract amount	25 816 763	27 135 813
The forward exchange transactions are made to hedge the budgeted expenses of the following year in foreign currencies (EUR, USD, GBP, JPY, AED, CNY, RUB)		
Credit lines		
Credit lines on the current accounts of UBS and CS, each	2 000 000	2 000 000
Property account Paris		
Income from property	1 080 081	1 152 529
Property expenditures	601 230	814 751
of which depreciation of building	208 000	208 000
Profit from property	478 851	337 778
Auditor's fees		
Auditing fees (2016 EY, PwC 2015)	37 500	46 000
Other services	3 500	4 250

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, statement of cash flows and notes (pages 24–29), for the year ended 31 December 2016.

Executive Board's responsibility
The Executive Board is responsible for the preparation of the financial statements in accordance with the legal requirements of article 957 to article 960 of the Swiss Code of Obligations (CO). 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 Executive Board 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 audit is based on the audit of Ernst & Young Ltd and its report to the auditor, whose audit was conducted in accordance with Swiss law and Swiss Auditing Standards. Those standards require that the audit be 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 2016 comply with Swiss law.

Other matter
The financial statements of Switzerland Tourism for the financial year ended 31 December 2015 were audited by another statutory auditor, who expressed an unmodified opinion on those financial statements on 18 March 2016.

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 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 Executive Board.

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

The statutory auditors

Willy Hofstetter
Licensed audit expert Chairman
(Auditor in charge)

Bernadette Koch
Licensed audit expert
Member

Andreas Schwab-Gatschet
Licensed audit expert
Member

Zurich, 17 March 2017

Partners 2017.

Recommended by Switzerland Tourism.
MySwitzerland.com/strategicpartners

Strategic premium partners

The trade association of the Swiss hotel industry
hotelleriesuisse.ch

Train travel
sbb.ch

The airline of Switzerland
swiss.com

Financial services
ubs.com

Strategic partners

American Express in Switzerland
americanexpress.ch

Performance Bikes
bmc-switzerland.com

Home of Swiss Chocolate since 1819
cailler.ch

Retail and wholesale trade
coop.ch

Car rental
europcar.ch

Gateway to the Alps
zurich-airport.com

Exquisite Swiss biscuit specialities
kambly.ch

Switzerland Cheese Marketing
switzerland-cheese.com

SWISS ARMY KNIVES | WATCHES | TRAVEL GEAR
victorinox.com

Official partners

appenzellerbier.ch

gastrosuisse.ch

gubelin.com

swisstravelcenter.ch

hertz.ch

holycow.ch

intersportrent.ch

kirchhofer.com

grimselstrom.ch

lesambassadeurs.ch

mammut.ch

nikon.ch

swisseducation.com

swiss-ski-school.ch

swisscom.com

swissinfo.ch

swissrent.com

visana.ch

Our partner regions 2017.

Aargau

Basel Culture Unlimited.

MADE IN BERN

FRIBOURG REGION SUISSE - SCHWEIZ - SWITZERLAND

GENEVA ALIVE

graubünden Switzerland's No.1 holiday destination.

JURA TROIS-LACS DREI-SEEN-LAND

LUZERN LUCERNE THE CITY. THE LAKE. THE MOUNTAINS.

ostschweiz.ch UND FÜRSTENTUM LIECHTENSTEIN

TICINO SWITZERLAND

VAUD Lake Geneva Region

Valais ENGRAVED ON MY HEART.

zürich

www.MySwitzerland.com

“Switzerland. get natural.”

The familiar saying “Back to nature” by Genevan philosopher Jean-Jacques Rousseau represents the DNA of Swiss tourism. Conquering Switzerland’s most important resource – our mountains – is the source of the continuing boom.

In May 1962 – on what would have been Jean-Jacques Rousseau’s 250th birthday – six mail coaches spent eight days travelling in star formation from Frankfurt, Munich, Milan, Lyon, Paris and Brussels to little St Peter’s Island, where the philosopher once found refuge. The SNTO consciously focused on the enjoyment of nature and enriching encounters with people.

Looking after our natural capital

Nature has been the bedrock of tourism in Switzerland since day one. Early on, it was aristocrats who dared to venture into the Alps, seeking fresh air in the mountains of Bern, Graubünden and Valais.

In the 1920s, spa cures became popular among visitors, and later the message was “Swiss Alps calling” (1951). It was not only children who led healthier lives thanks to Swiss holidays (1952); mountain air also made you thin, the Tourism Office claimed with a little wink (1969). The flood of tourists drawn back to nature, to blue lakes and snowy scenery grew ever wider. Here and there mountain trains reached up towards the Swiss sky, creating new destinations. As a consequence, in the 1960s and 70s, farsighted tourism industry operators warned of over-exploitation. After all: no nature – no tourism. And with no natural wealth of contrasts, there could be no sustainable growth in tourism.

Preserving nature is a core interest of Switzerland Tourism – and a decisive, strategic factor in the success of the organisation. The new slogan since 2003 “Switzerland. get natural.” went straight to the heart of the matter: witness the 18 new natural parks and the 2009 sustainability charter drawn up with industry partners. So it follows that the motto for the anniversary year 2017 harks back to the roots of tourism here: “Nature wants you back” – the fundamental reason for (re)discovering Switzerland.

At the National Exhibition in Lausanne the SNTO presented a polyvision panorama show in special wide-screen format, in a spectacular pavilion.

1964

Swiss TV introduced advertising breaks. The SNTO presented an advertisement on the theme “Winter holidays in Switzerland”.

1966

An agreement with Swissair enabled the creation of six tourist information points in South American cities.

1967

1968

Introduction of colour TV in Switzerland: a new era and new opportunities for tourism advertising.

Tourism advertising without kitsch?

Heidi, Matterhorn, cheese and chocolates: what place is there for clichés in the promotion of a country? And does souvenir kitsch fit with the cultured image of Switzerland? A debate that has raged for a hundred years!

"An image cobbled together by the sales sector is disastrous for Switzerland and damages its reputation," ranted director Werner Kämpfen in the 1969 annual report. Under no circumstances should the sector allow itself to be led by the souvenir industry. The SNTO should rather communicate an image which is "neutral and factual" and "lovable and critical", he argued.

Cliché splits opinion

How to present this exotic corner of the world, where milk is turned into cheese and chocolate, and the clocks tick a little more accurately, to the wider world is a long-running debate – and typically Swiss. For years we seem to have been ashamed of our chocolatey side. These days, our relationship with kitsch and cliché is much more playful. People travelling to Holland want to see tulips and windmills. First-timers in New York want to see yellow taxis. So why, ask national advertisers, should Switzerland be ashamed of its Heidi image? Tongue-in-cheek authenticity is the new way.

The best example of advertising that doesn't set off the kitsch alarm is the grizzled duo Sebi & Paul, who carried the torch for Switzerland Tourism from 2011 to 2015. Viewers still greet these Swiss country characters with pleasure. It's the same for the delightful Heidi and Matterhorn motifs in the Skymetro at Zurich Airport, presented as a 30-second "flipbook", with the sound of alphorns and cowbells in the background – they are a lovely way to greet and bid farewell to visitors. People enjoy seeing these running gags on Swiss icons again and again.

The federal government increased its annual contribution to the SNTO from eight to ten million francs. The intention was that activities in foreign markets should be investments for the future. Milestones included the acquisition of the new Swiss Centres in London and New York.

1969

Neil Armstrong and Buzz Aldrin were the first people to walk on the moon. *The SNTO advertised: "Before you travel to the moon – travel to Switzerland". 46 years later Aldrin fell in love with Switzerland and got back into a space suit on behalf of the holiday destination.*

1970

© Switzerland Tourism

Totally genuine:
Sebi Küttel and Paul Betschart are authentic messengers for the likeable Switzerland in everyone's holiday dreams holiday dreams.

"It's not enough just to use clichés."

As CEO of advertising agency SFLB ***Dr Peter Felser*** made his mark with campaigns for Switzerland Tourism. Today, amongst other things, he leads branding and strategy projects with his consultancy firm Felser Brand Leadership. Here, he gives us his thoughts on clichés in tourism advertising.

Swiss tourism advertising often plays with Swiss clichés. Does that still work?
There's no general recipe for success here. If the audience doesn't know much about Switzerland and pays only fleeting attention to the advertising medium, then a cliché can be helpful. Seen in this way, clichés work better in Asia, say, than they do in our neighbouring countries. Just using clichés of course is not enough. Successful advertising also needs a clear strategy and a surprising way of realising it.

SFLB also used clichés in ST campaigns. Why?
For us it was obvious that we could not just rely on beautiful landscapes. We also had to make use of the achievements of people, focus on strengths and not continually be trying to correct weaknesses. The Swiss inclination for perfectionism led us in the end to the key sentence: "We do whatever it takes to make your holiday perfect". The likeable promotional characters Sebi & Paul were another example of our approach.

Don't clichés such as these contradict the modern, sophisticated aspects of Destination Switzerland?
Of course there are also sophisticated and modern aspects of Destination Switzerland. But how unique is that part of Switzerland? And how relevant is it for the visitor? For many people there is a deep need to experience "another world" on their holidays. Also, what is seen as modern changes over time.

Masterpieces of film

Beethoven rocks – in a filmic symphony of spectacular aerial images, completely without words. The world of cinema is transfixed by Switzerland's short film "Swiss Pastoral".

"Viewers will barely be conscious of the bravura aerial performances which were required to pilot a helicopter over the storm-whipped summit of the Matterhorn and through the narrow Aare Gorge." This is the modest tone on the official flyer for the film "Swiss Pastoral". And indeed, the filmmakers broke new ground for this production, setting out for the first time with a camera system which enabled perfect aerial images. The result was 15 minutes of the very best bird's-eye views of Switzerland.

On the big stage

Beethoven's 6th Symphony – known as the Pastoral – sets the pace for this gigantic Swiss landscape show. There is no voice track at all, which sets the film apart as a piece of contemporary tourism advertising. The intention was to advertise Switzerland globally without additional costs for language dubbing. This masterpiece ran as the supporting feature for several years in major cinemas from New York to Paris.

In 100 years of national advertising, film has always been the most prestigious discipline. The highpoint came in the 1960s and 70s when the SNTO brought home several international prizes, including the "Palme d'Or" for best short film at Cannes (1963), for "Sounding the Surface", an excellent production examining the natural element of water in the reservoir of Europe. The SNTO also plays an important role in film promotion – as a marketing agent both at home and abroad and as producer of its own films. Again and again tourists' hearts have been conquered by these films – including the unforgettable "Ski Fantasy" (1982) with Willy Bogner as cameraman. And since the 1990s, countless Bollywood stars have made their way to Mount Titlis and the Bernese Oberland. In the advertising landscape of the 2000s, the TV ad came to prominence. Switzerland Tourism landed yet another short film coup when it was awarded the Swiss advertising film prize Edi.16 in 2016 for an ad showcasing Buzz Aldrin's declaration of love for Switzerland.

The SNTO's France office moved to Porte de la Suisse in Paris: still today a magnificent location on rue Scribe, right next to the Palais Garnier opera house. It was the first agency property to belong to the SNTO itself.

First direct Swissair flight from Tokyo to Zurich. The SNTO seized the opportunity and opened an agency in Tokyo shortly afterwards.

1972

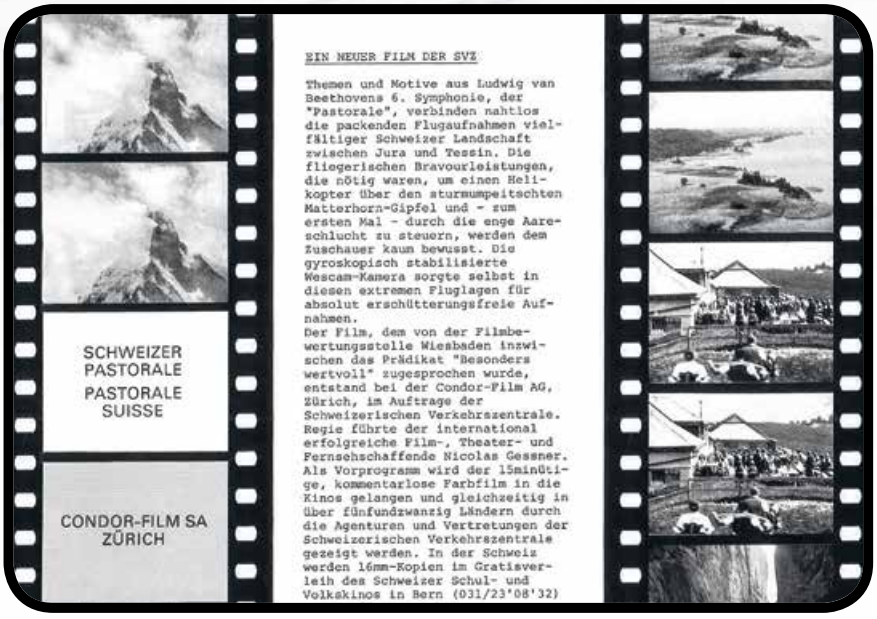
1973

1974

The oil crisis crippled the world. The federal government concerned itself with supplying the tourism infrastructure with fuel. Car-free Sundays were introduced.

© Switzerland Tourism

Astronaut Buzz Aldrin left his footprint in the Swiss snow, providing spectacular advertising for the Swiss winter season 2015/2016



© "Wandermagazin SCHWEIZ", formerly "Revue SCHWEIZ"/ "Schweiz Suisse Svizzera Switzerland", issue 11, 1976

"Swiss Pastoral" to the sounds of Beethoven (1976).

The result of many years of media relations work: Destination Switzerland as a supplement in “National Geographic”.

Skilled media relations

Media relations is part of our core business. Nothing can succeed unless we cultivate good relationships with those who write about and film our country. From "Good Morning America" to an Arabic-speaking internet star – the media report enthusiastically on our Alpine paradise with its wealth of history.

The 30-page report which appeared in 1986 in leading US magazine National Geographic, with its readership of 14 million, speaks volumes, depicting the Landsgemeinde (Cantonal Assembly) in a flurry of snow and a father packing for military service, before switching to the tough day-to-day existence of a mountain farmer. It was exactly this type of reporting that the Tourism Office sought, "to improve awareness of Switzerland and the image of the country abroad". Since the late 1940s we have focused on journalistic credibility rather than purchasing advertising space, taking an outsider's perspective rather than simply praising ourselves.

Host to the new media scene

Every year we invite several thousand journalists to Switzerland. Individually or in groups, they set off across the country with Swissair/SWISS, SBB and partners in search of stories. There are plenty of Hollywood-standard tales to report on – for example Matt Lauer of NBC's Today Show on his trip from the Matterhorn to the Jungfraujoch in 2011, which was broadcast live to eight million viewers. Another fascinating story is the performance of the South Korean "Heidi", acclaimed film and TV actress Ji Min Han, who worked on behalf of Switzerland Tourism from 2013 to 2015 as a "Swiss Friend" and was followed by many media representatives and bloggers. The future of social media belongs to them, to Instagram stars like Chris Burkard from California (2.2 million followers) and to Internet stars such as Taim al Falasi from Dubai (442,000 subscribers). Their views of Switzerland in 2016 reach the community live – in words and videos – right around the world.

Introduction of the tourist information phone line 120. Callers could ring this number for excursion ideas in all languages.

The federal government cut the SNTO budget. The Swiss Hoteliers Association (SHV) jumped in and paid one million francs to help.

1977

1979

1981

End of the recession – onwards and upwards. Switzerland Tourism was out in front as the world looked on, astonished. The SNTO showed, with its campaign "Switzerland works", that the quality was right.

Important strategic partnerships

The Switzerland tourist brand flies around the world, speeds across the land and embellishes letters and parcels. It has always been boosted by strong partners – whether Swissair/SWISS, SBB or Swiss Post.

A proud block of four stamps decorated the first day cover: Zug, Sion, Waltensburg and Prugiasco were depicted on stamps issued for the 200-year anniversary of tourism in Switzerland in a joint enterprise by Swiss Post and the Tourism Office to celebrate the moment when tourism took off in the Swiss Alps. With great ceremony, Swiss Post and Transport Minister Leon Schlumpf accepted the special stamps in the Bundesplatz in Bern. The campaign had symbolic power. For many decades, Swiss Post and the SNTO have worked together. The SNTO not only sells rail and air tickets in its agencies, but also sells picture-postcard views in the form of postage stamps. Switzerland's yellow postbuses are also an important calling card for the country. You can't miss them as they travel around, helping open up mountains and valleys to tourism.

Many more brands on board

The SNTO/Switzerland Tourism also cultivates other long-term partnerships, for example with the Swiss Hoteliers Association (now hotelleriesuisse), Swissair and SWISS. In 2010 the partnership with Swiss Post drew to a close. In its place, it is now Swisscom which delivers the Swiss message via all its channels. As Switzerland Tourism changed to become a marketing organisation, it extended its reach and brought new brand advertisers on board. Brands which are strongly anchored in the country – from Appenzeller beer to watches by Gübelin and Swiss army knives by Victorinox – awaken a desire for even more Switzerland, both at home and abroad. Promotions in conjunction with UBS and the special offers in collaboration with Coop are a repeated success with national tourists.

Working side by side for Destination Switzerland – Strategic Premium Partners:

- Since 1917: Swiss Hoteliers Association (now known as hotelleriesuisse)
- Since 1917: SBB, later also Swiss Travel System (STS) and RailAway
- Since 2002: SWISS
- Since 2010: UBS AG

First meeting of the working group "New Media within Switzerland Tourism" on the subject of information and booking systems. Information technology makes continuous inroads into the tourism industry.

1983

The "Jollyball", Swiss contribution to Expo 86 in Vancouver, gained an entry into the Guinness Book of Records as the biggest pinball game ever built.

1986

1989

With the fall of the Berlin Wall, the division of Europe became history. SNTO director Walter Leu promoted a "strategy of flexibility". Immediately after the fall of the wall, the Frankfurt agency undertook an initial promotional tour to eastern Germany.

Strategic partnerships: exploiting synergies and taking the image of Switzerland out into the world together.

As part of the close collaboration with the Swiss Post, the SNTO celebrated **200 years of tourism in Switzerland with special stamps in the 1980s.**

Focus on the visitor

Promoting a country is all about targeting the visitor. But who is that visitor? And what moves them to choose to discover Switzerland – today and in the future? Thanks to systematic market research, the image of this much-courted subject is becoming ever clearer.

"The visitor is a totally impossible and generally not very consistent being," said director Jürg Schmid when asked in a newspaper interview about the expectations of visitors. They are looking for a complete idyll in a secluded valley but ideally with access to the entire world via high-speed Wi-Fi. The traveller to Switzerland today has countless reasons for visiting this little state in the heart of Europe – and since 2000, when Switzerland Tourism launched systematic market research, our tourism experts have had a clearer view of where travel is heading for this demanding visitor. This is due not least to Tourism Monitor Switzerland, which presents its results every four years. 14,000 tourists staying at least one night, from over 100 source markets, are interviewed in 150 selected representative destinations. What the researchers are interested in is how the guests get their information, what they expect from holidays in Switzerland and what they particularly love about the country, how they book and how satisfied they are with their stay.

Tougher and tougher:
the search for loyal visitors

Statistics clearly show that visitors now spend less time at their destination. In the early 1990s the typical winter guest spent an average of three days enjoying the winter paradise that is Switzerland. 20 years later, that guest spends a full day less in the country. This has to do with the worldwide trend for more short breaks. Visitors are deciding today where they want to spend free time tomorrow, keeping an eye on webcams and tempting images on social media. Classic holidays spending several weeks in the same town are less popular. The modern visitor follows trends and recommendations on portals such as TripAdvisor, which open a window on the whole world, including Switzerland.

The findings from the studies are simple and complex at the same time: we need to attract almost twice as many visitors in order to achieve the same number of overnight stays as we once did. This also means that we must spend each marketing franc in an even more targeted way. According to an impact study in 2013, every sixth night in Swiss hotel and non-hotel accommodation can be attributed to Switzerland Tourism. This is equivalent to 11.1 million nights and 1.97 billion francs in turnover. The search for new visitors – be they nature lovers, culture fans or snow sports enthusiasts – will in future be ever more finely tuned. They all love their Switzerland, just for different reasons. That's something worth keeping in mind.

Guests from all over the world

Early on it was young English aristocrats on the educational Grand Tour. Now the whole world visits Switzerland. Of course, over the last century or more ways of travelling have changed, but above all it is the tourists themselves and their needs which have changed. This selection gives an idea of this development and shows the countries in which Switzerland was a trend destination and when.

1950: comparing bookings by nation, Swiss visitors reserved the most overnight stays in Switzerland at 61%.

Then As the economic miracle took hold, Switzerland had the second-highest density of motorised transport in Europe. People took their car on holiday. They enjoyed visiting nearby countries, but Mr and Mrs Switzerland enjoyed spending their holidays at home even more. Ticino was particularly popular, as people sought a mix of familiarity and southern European style.

Now The most significant market with the most loyal visitors continues to be Switzerland itself. Domestic tourists divide themselves between many different destinations, but the mountains, winter sports and health spas are particularly popular – and everything has to be as easy as possible to reach.

1980: comparing bookings by nation, German visitors reserved the most overnight stays in Switzerland at 22%.

Then German visitors valued Switzerland's beautiful countryside, landscapes, mountains and of course the country's quality, punctuality and security. The Glacier Express was particularly popular. German tourists spent an average of 1,000 Deutsche Marks on foreign travel each year. Destination Switzerland was in sixth place in the popularity rankings.

Now Germany continues to be the largest foreign market. Graubünden is very popular with German visitors looking for relaxation in the mountains, surrounded by nature. City breaks in Basel and Zurich are also popular with our northern neighbours.

1995: comparing bookings by nation, US visitors reserved the most overnight stays in Switzerland with 10%.

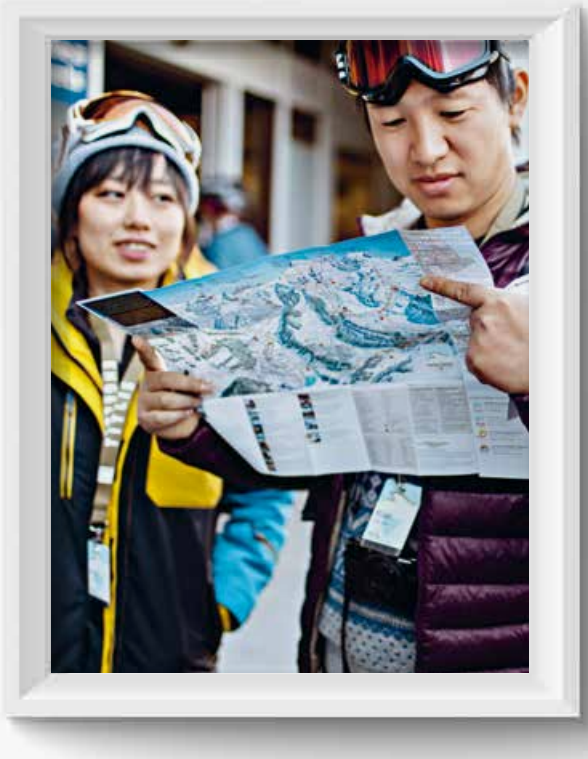
Then US visitors liked spending money. They were fond of traditional old hotels with quirky, nostalgic decor, and liked to switch on the TV even in the mornings, as soon as they woke up.

Now US visitors consider Destination Switzerland "lovely and beautiful". For adventure, cultural experiences and hip vacations, US travellers love to visit the country at the centre of Europe – and thanks to numerous direct flights this is simple and comfortable to do.

1938: comparing bookings by nation, British visitors reserved the most overnight stays in Switzerland with 15%.

Then British visitors were conservative when it came to food, enjoying a big breakfast and simply prepared vegetables. They didn't like thick duvets and were sensitive when it came to additional costs. Swissair offered a London–Basel–Zurich route as early as 1935.

Now Brits, and Londoners in particular, are loyal Switzerland fans. They want to experience something interesting, they rely on public transport and they love the Swiss mountains. This makes the UK the strongest-growing foreign market in Europe.



The guest of tomorrow

Well-informed women from Asia and experienced, older and thus more sophisticated tourists from Europe – they will all be taking their holidays in Switzerland in the future. Itineraries include contact with local people, the authentic experience of nature and enjoying local, healthy speciality foods. And all of this with first-class infrastructure, personal guides and perfect digital networking.

2015: comparing bookings by nation, Chinese visitors reserved the most overnight stays in Switzerland with 4%.

Then Chinese visitors tended to travel in tour groups through Switzerland – as well as through six to ten other European countries. Four is an unlucky number: they avoided taking rooms on the fourth floor. There had to be a kettle in every room as they enjoyed drinking hot tea or hot water at all times of the day.

Now Young urbanites from Beijing and Shanghai are discovering Switzerland on their own these days. Their main interests, in winter as well as in summer, are outdoor activities such as cycling or running – but art, architecture and design are also on the rise.

A symbol for the tourist industry

Destination Switzerland took on new splendour thanks to its golden flower, first revealed in 1995. The official symbol gave a fresh new look to Switzerland Tourism's image. For the first time the industry had a single umbrella brand.

The new trademark even received approval at federal government level. The idea for the golden flower, which came from leading advertising executive of the day Herman Strittmatter, made quite an impression. Marco Hartmann, at the time the new director of Switzerland Tourism, gave the industry a unifying new look and thereby strengthened the reputation that always precedes our country: the new symbol was intended to facilitate the immediate recognition of Switzerland. It also represented natural beauty, joy, value and stability – ideas which were also reflected in the atmospheric landscape images and the conscious use of the term "holiday". The sophisticated logo quickly established itself in countless items of marketing material from partners – a brand, at last, for the entire industry.

New image, new mission

At the same time, on 1 May 1995, the national organisation was given a new name and altered structures. The Swiss National Tourist Office became Switzerland Tourism. The industry blossomed. "Adding value. Together and for everyone" was the intention of the first Swiss holiday conference at Chur in 1998, now known as Switzerland Vacation Day in keeping with its new positioning as a country of holidays, travel and conferences. This most significant trade conference had its roots as far back as 1994 when 200 representatives of the tourism industry approved the marketing strategy of the SNTO at the first Swiss Tourism Day. Under this strategy, the number of participants has increased six-fold; the new format "a whole village for Vacation Day" in Zermatt in 2015 held 1,200 visitors under its spell. All good things come to those who wait: patiently following the road from the first national SNTO campaign in 1931 has brought us to the point where everyone has now come together under one strong umbrella brand.

Switzerland Tourism.

1991

Switzerland had a reason to celebrate: the country was 700 years old. The tree of flags was inaugurated at Swiss Court in London as part of the festivities.

1993

75 years of the SNTO. The anniversary was celebrated with a special edition of "Revue Schweiz".

1998

Foundation of the Switzerland Travel Centre (STC) for easier, networked selling of Switzerland as a destination. Still open today in Zurich, London and Stuttgart.

How the golden flower was created

Hermann Strittmatter is a communications consultant, columnist and active Board President of GGK Zurich, the advertising agency which he founded and which developed the golden flower logo for Switzerland Tourism (ST) more than 20 years ago. He shared with us his memories of how the logo came to be created.

Mr Strittmatter, your advertising agency GGK created ST's golden flower logo over 20 years ago. How did this idea come about?

The logo was part of a competition for Switzerland Tourism's new ST campaign. My creative director Victor Zahn and his people came up with a range of designs. The concept was Swiss identity, the message was holidays. Quite simple. The original design looked very alpine, with a wreath of alpine flowers.

Why was that design altered?

It felt too much like a hike in the high mountains – the experiences that the cities had to offer were not given enough weight. Plus, the edelweiss has a German name, and that wouldn't go down well in French-speaking areas.

Seriously?

Yes indeed. By the way, it's amusing that Mrs Delamuraz, wife of then Economics Minister Jean-Pascal Delamuraz, who was responsible for Switzerland Tourism, asked, "C'est le nouveau logo? Mais que c'est joli – c'est un edelweiss!" (Is that the new logo? Isn't it pretty – it's an edelweiss!). But our reworked design, the solitary "golden flower", turned out superbly and, alongside the official flag, is one of the most recognised symbols for Switzerland today.

Does the golden flower logo still work as a brand for Switzerland Tourism?

Absolutely. It would be an irresponsible act to throw away this established brand and all that enormous hard work to try and create a new one.

The logo representing Swiss national advertising through the years, right up to the golden flower in 1995.

Logo of the Swiss National Tourist Office from the 1930s

Logo of the Swiss National Tourist Office from the 1960s

Schweizerische Verkehrszentrale

Logo of the Swiss National Tourist Office 1980s to 1995

First design for the golden flower

Switzerland Tourism.

Switzerland Tourism logo since 1995

From analogue to digital

In 1994 a new era began, with the Internet about to make a quantum leap. As an online pioneer in tourism, Switzerland Tourism got involved right from the start.

In 1994 switzerlandtourism.ch arrived – just one year after the start of the World Wide Web, the tourism organisation reached out to people with its first website. The working group "New Media in Swiss Tourism" was called into being as early as 1983, heralding the digital age.

The marketing world turned upside down

The real breakthrough came in 1999. "In the future the way in which a travel destination presents itself on the web will be decisive. Holiday visitors will increasingly put their trip together using virtual means," anticipated Switzerland Tourism – and launched the ground-breaking platform MySwitzerland.com. Today it is available in 16 languages and tailored to suit 36 different countries. The tourist's Switzerland is thus on everyone's screens thanks to this modern portal with over 14,000 sub-pages. The visitor is now automatically in control: "Dream, plan – and then it's just three clicks to booking." From the very beginning Destination Switzerland jumped into the virtual shop window and maintained a constant presence there, as it did in the past with radio and TV. The SNTO was at the forefront of progress on those media too. We were equally quick to supply travel agencies around the world with timetable information and train reservations by telex and fax. In Switzerland, we were always on the end of the phone line 120 with the popular travel tips of the week, right into the 1990s. Today we offer innovative apps, including the bestseller Snow Report for all winter sports aficionados. Cleverly networked social media platforms bundle and multiply the advertising effect. Inexorably, Switzerland Tourism is transforming itself into a multimedia organisation.

Prominent and targeted promotion of the low season. US model Shawne Fielding, ex-wife of a Swiss ambassador, launched the autumn campaign as its sponsor.

End of Swissair after 71 years with the arrival of the last scheduled flight in Zurich on 1 April 2002.

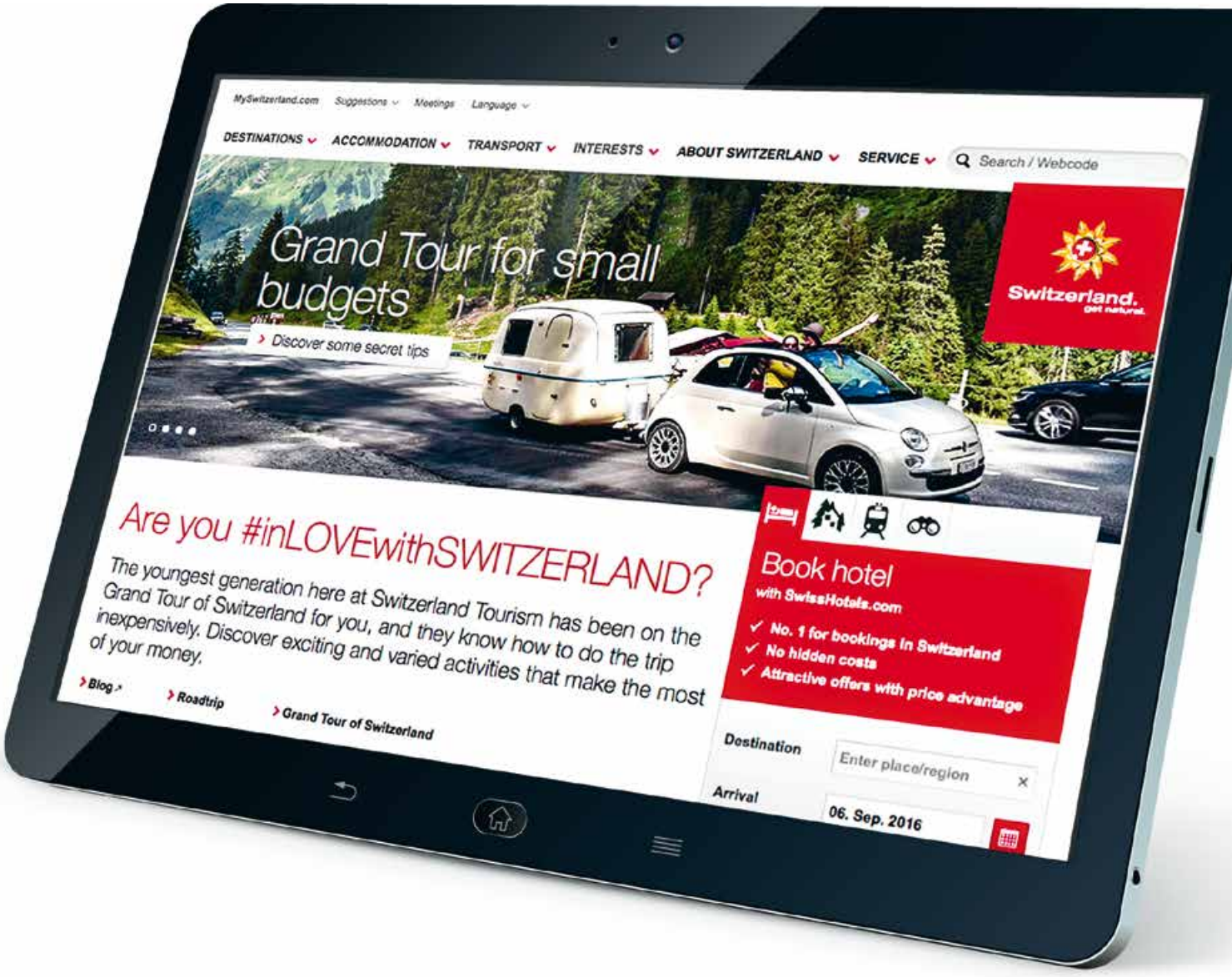
2000

2001

Terrorism in the US led to a collapse in visitor numbers. For a short period Switzerland was advertised in major European markets and inside Switzerland with a campaign promoting it as a place of "peace and security in a time of uncertainty".

2002

A simple text page (1996) has become a multimedia platform which now records over 30 million visits per year: **the web portal MySwitzerland.com**



Both images: © Switzerland Tourism

The best Switzerland Tourism sales event bar none:
Switzerland Travel Mart 2015, for the first time unconventionally transplanted from the conference centre to the mountain village of Zermatt.

A major presence since 2004: China is becoming a mainstay of Swiss tourism.

Both images: © Switzerland Tourism

Book the bestseller with a travel pro

At one time it was the British, then the Japanese, and since 2004 the Chinese. They are all drawn to Switzerland – and no wonder: "Switzerland Specialists" around the world are selling the country through all available channels.

Eternal ice on the Jungfraujoch, snow on Mount Titlis, selfies on the Chapel Bridge: there are countless reasons for discovering the heart of Europe. Our Alpine paradise tops wish lists around the world. Switzerland has had a magnetic pull in China since 2004, when it was granted Approved Destination Status (ADS) – and in 1998 it became the first European country with its own office in Beijing. Since that time, Chinese holidaymakers have been travelling to Switzerland with official approval.

Welcome to the club

The label means that Switzerland Tourism is now also free to advertise in China. The training of travel agents plays a key role. A systematic programme of training and promotion was introduced in 1997 and has been successfully producing "Switzerland Specialists" overseas ever since, with over 6,000 members now certified. A total of over 10,000 agents have picked up a wealth of knowledge in countless workshops and on study tours. These representatives are now busily helping Switzerland appeal to their compatriots. Overnight stays from China rose from 240,000 in 2004 to a remarkable 1.5 million in 2015.

In addition, international tour operators regularly get together at the renowned Switzerland Travel Mart (STM), the sales fair for tour operators and their Swiss partners since 1981. Those involved in selling Switzerland were out and about visiting their best customers long before that, however, with organised promotional tours for doctors in the 1920s.

Switzerland Tourism indulged in another April Fool's joke and called on people to come and help clean the mountains.

Launch of the "Enjoy Switzerland" product development. The Enjoy projects handed marketing and market knowledge to tourism partners.

2003

2008

The international financial crisis also affected Switzerland as a country of tourism.

2009

“Switzerland. meeting excellence.”

In 1964, several farsighted Swiss destinations together with the Association of Swiss Conference Cities (ASK) called the world’s first national convention bureau into being. 50 years later Switzerland had become a global village.

In 2014, 1,000 experts on angels met in Basel for their international congress. That this get-together took place in Switzerland was thanks to the hard work of the Switzerland Convention and Incentive Bureau (SCIB), which celebrated its 50th anniversary that year. Raymond Jaussi, tourism director for Montreux in 1964, had the idea to launch a nationally orchestrated congress marketing effort, working with Bern, Engelberg, Interlaken, Lausanne, St. Moritz and Zurich to get the project off the ground. In 1969 they were joined by the SNTO, Swissair, SBB and PTT/Swiss Post.

It was heavy work: the tourism directors plied their trade around the world with a 40-kg case in tow, carrying slides and a projector. In 1991 the ASK got its own office and five years later was renamed the SCIB. Since 1999 the events specialists have been an established component of Switzerland Tourism.

Popular incentive trips

In collaboration with 28 other partners, the SCIB is active at home and abroad, for example, to bring such unusual events as the “Tall People Convention” to Zurich. It successfully communicates information about Switzerland as a land of exhibitions and conferences and represents Swiss destinations and providers in bids to host events. The result is that around 775 events take place every year across the country.

One area of SCIB’s business which is particularly on-trend these days is incentive trips for successful employees of major international companies. Switzerland is centrally located, easily accessible and an extremely desirable reward. For global players from Asia in particular, these incentive trips to our country are a huge success. Over 500 have taken place since 2011, with more booked each year.

Swiss Travel System.

Switzerland Tourism, the SBB and other transport providers founded Swiss Travel System (STS)
to bundle the marketing of public transport abroad.

2010

Start of the Arab spring. Tourism suffered a significant downturn in many North African and Middle Eastern countries.

Launch of the Prix Bienvenu:
annual prize for the most hospitable hotels according to guest reviews.

2013

Both images: © Switzerland Tourism

Switzerland as host and conference location: for example the European Meetings and Events Conference, held for the second time in Montreux in 2013.

Constantly growing: incentive trips to beautiful Switzerland for outstanding employees from Asian companies.

A great success: skiing became a national sport – and was later even sung about in the hit record “Everyone’s a skier”.

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In love with Switzerland

The favourite country of the Swiss is Switzerland: being able to experience nature right outside your own front door is priceless. The Swiss are particularly loyal tourists.

From its very beginnings, the national tourism organisation has always exploited its home advantage with great skill. The backbone of this strategy is "Revue Schweiz" – packed full of inspiring reports and images, it has been sending Swiss visitors off on trips for 65 years. The importance of this home market is demonstrated every time that the franc gets into turbulent waters – as last happened on 15 January 2015. When the Swiss National Bank decided to discontinue the minimum exchange rate for the euro, the franc rapidly rose in value. Switzerland Tourism reacted immediately with the special multimedia campaign #IN**LOVE**WITH-**SWITZERLAND**. Using the popular hashtag, Swiss people declare their love for their homeland in words and pictures, second by second on social media.

"Everyone's a skier"
The campaign "Everyone's a skier" in the 1940s was a spectacular revolution for Switzerland as a nation of tourism. The intention was to shift winter sports from an elite hobby to a popular pastime – and it worked. All Swiss people are systematically taught to ski and, ever since, the snowplough has been a part of Switzerland's educational heritage.

Mr and Mrs Switzerland feel particularly at home in the mountains, which are still the travel destination par excellence for Swiss people today – they are still the top travel destination today. Campaigns such as "After every foreign holiday a Swiss holiday" (1967) and "Good things are so close at hand" (1970) were intended to awaken a desire amongst the Swiss to discover the paradise on their doorstep as well as the exotic beaches and distant cities of overseas travel.

150th anniversary of winter tourism in Switzerland. Since 1864 Switzerland had been the original winter destination par excellence.

2014

Opening of the Gotthard Base Tunnel. The holiday region of Ticino came even closer to the rest of Switzerland.

2016

Summer campaign "Nature wants you back!". For the second time in 55 years, nature was once again the focus of a tourism campaign.

2017

UN Year of Sustainable Tourism for Development. A programme for sustainable tourism as a driver of development.

The next generation – Swiss tourism of the future

With our 100-year history we mustn't lose sight of the future. What does the next generation of tourism specialists have to say about the future of Swiss tourism? What trends are appearing on the horizon? What visions do our young, up-and-coming travel specialists hold? A survey of students at the École hôtelière de Lausanne (EHL) reveals some exciting ideas.*

"Foodies" will find something to their taste in Switzerland:

"Culinary tours are the trend of the future; in Switzerland each canton has its local specialities. Tourists won't just be marvelling at the scenery but will increasingly be trying out regional food."

Swiss tourism as part of a European whole – opportunity and challenge:

"Europe should be marketed more as a whole. European tourism stakeholders would then be forced to work together."

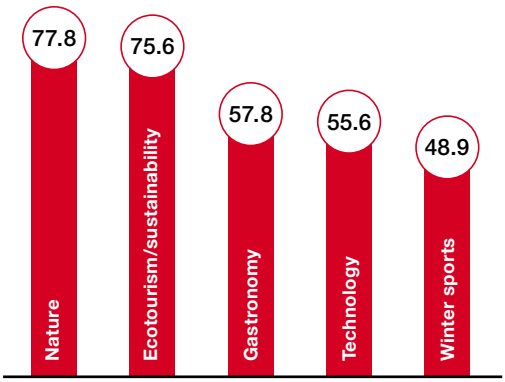
Unspoiled nature will play an even greater role in the future:

"People long to visit untouched nature. Switzerland is full of places like this: mountains and lakes free from human influence. So far we have only been advertising the beauty of the landscape. I think that Switzerland should place more emphasis on having the cleanest air and water in the world."

"Sharing Economy", reloaded:

"We will increasingly travel without money, taking advantage of the exchange economy: today I will work on your farm and next week you will take care of my accommodation."

These trends have been assessed by the students as particularly relevant for the future of Swiss tourism (in %):



*Survey carried out in 2016 (quantitative and qualitative), 200 students participated, analysis by Switzerland Tourism with significant support from BMC Switzerland and Victorinox.

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