



**Schweiz.**





Schweiz.

# RDK Strategiemeeting

Freitag, 24. September 2021

Martin Nydegger, Letizia Elia, Stefan Künzle, Alex Herrmann





**Schweiz.**

Schweiz Tourismus.



**Schweiz.**

# Strategie und Planung.



2022–2024



Insights aus dem Covid-19 Dashboard.



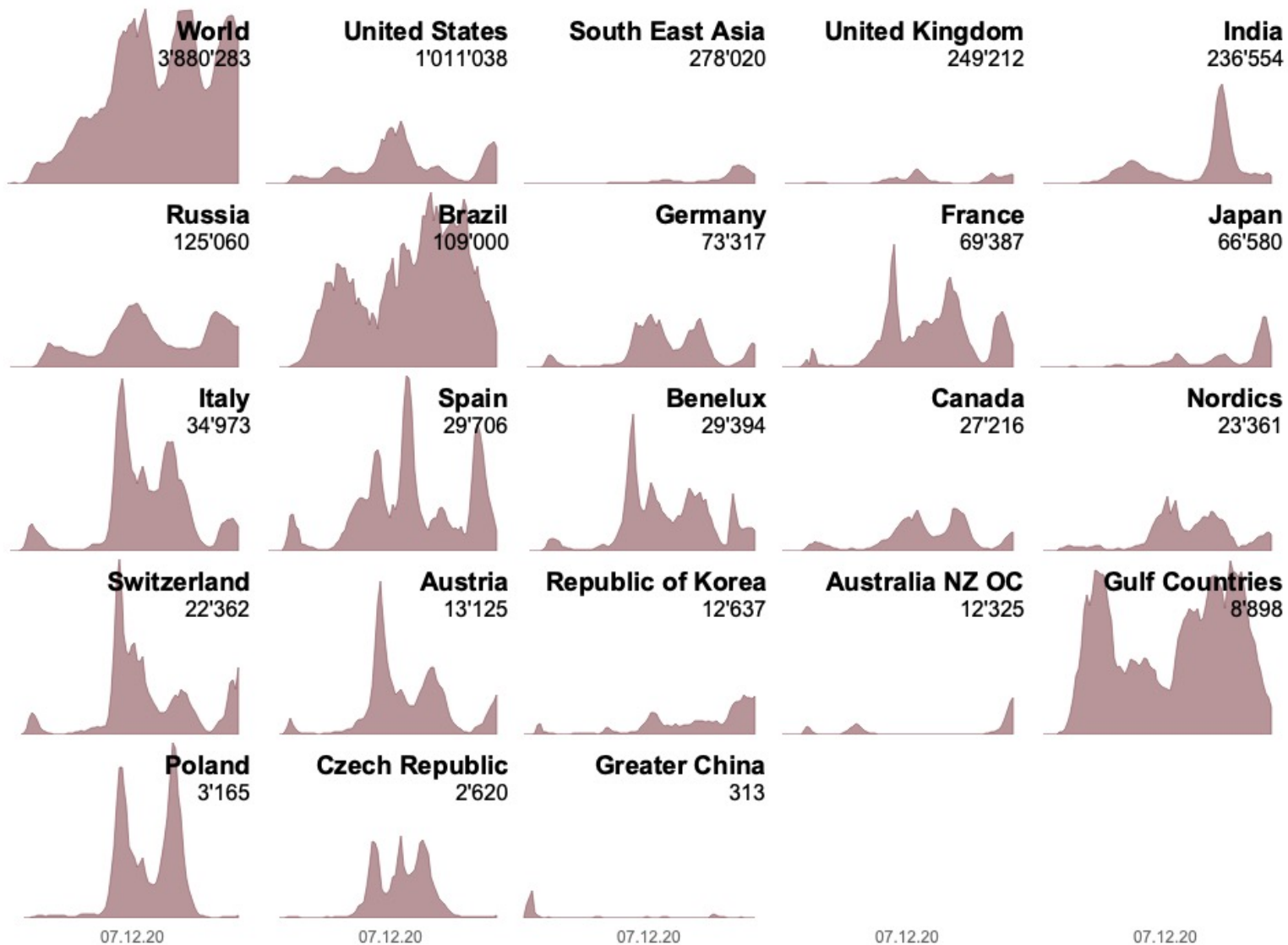




Schweiz.

# 4te Welle ist im Gang

Fallzahlen pro Woche, absteigend sortiert

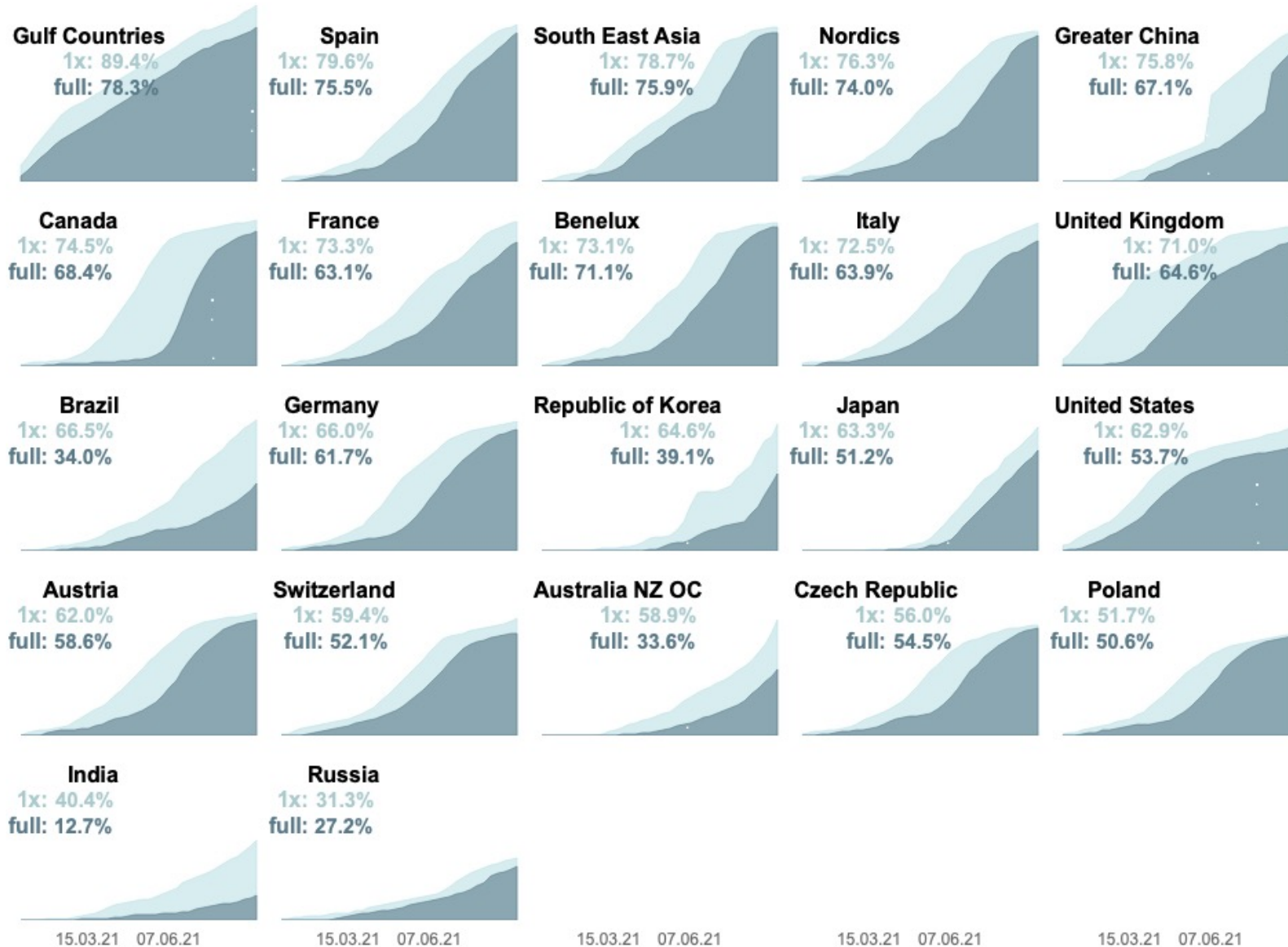




# Impfaktivität – einfach & vollständig geimpfte Personen



Schweiz.



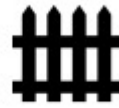
Quelle: Our world in data, Stand Woche 06.09.2021



Schweiz.

# Reisen bleibt einfach – CH Grenze ist offen.

## Reisebeschränkungen und Covid19-Tests bei Einreise



Overall situation	Visa application*	restrictions of Switzerland	restrictions market of origin
Australia NZ OC	● no visa required	Australia NZ OC ● Swiss border open	● AU not allowed to leave the country
Austria	● no visa required	Austria ● Swiss border open	● "3 G-rule" (tested/vaccinated/recovered)
Benelux	● no visa required	Benelux ● Swiss border open	● BE: travel to Switzerland not recommended
Brazil	● no visa required	Brazil ● Swiss border open	● negative PCR test
Canada	● no visa required	Canada ● Swiss border open	● "3 G-rule" (tested/vaccinated/recovered)
Czech Republic	● no visa required	Czech Republic ● Swiss border open	● test upon return (exempt if vaccinated or r..)
France	● no visa required	France ● Swiss border open	● negative test if not fully vaccinated
Germany	● no visa required	Germany ● Swiss border open	● negative PCR test if not fully vaccinated
Greater China	● visa required	Greater China ● Swiss border open if reciprocity	● "3 G-rule" (tested/vaccinated/recovered)
Gulf Countries	● visa required	Gulf Countries ● Swiss border open (except for Om..)	● test or quarant. upon return
India	● visa required	India ● Swiss border open	● Covid-19 Green Certification
Italy	● no visa required	Italy ● Swiss border open	● general travel warning, test & quarant.
Japan	● no visa required	Japan ● Swiss border open	● negative test if not fully vaccinated
Nordics	● no visa required	Nordics ● Swiss border open	● quarantine or negative test
Poland	● no visa required	Poland ● Swiss border open	● quarantine & test upon return (without vac..)
Republic of Korea	● no visa required	Republic of Korea ● Swiss border open	● travel only with special requirements
Russia	● visa required	Russia ● Swiss Border open for special vis..	● negative PCR test if not fully vaccinated
South East Asia	● visa required	South East Asia ● Swiss border open	● quarantine if not fully vaccinated
Spain	● no visa required	Spain ● Swiss border open	● travel to Switzerland should be avoided
Switzerland	● no visa required	Switzerland ● travel is possible	
United Kingdom	● no visa required	United Kingdom ● Swiss border open	
United States	● no visa required	United States ● Swiss border open	

Stand: 20.09.21

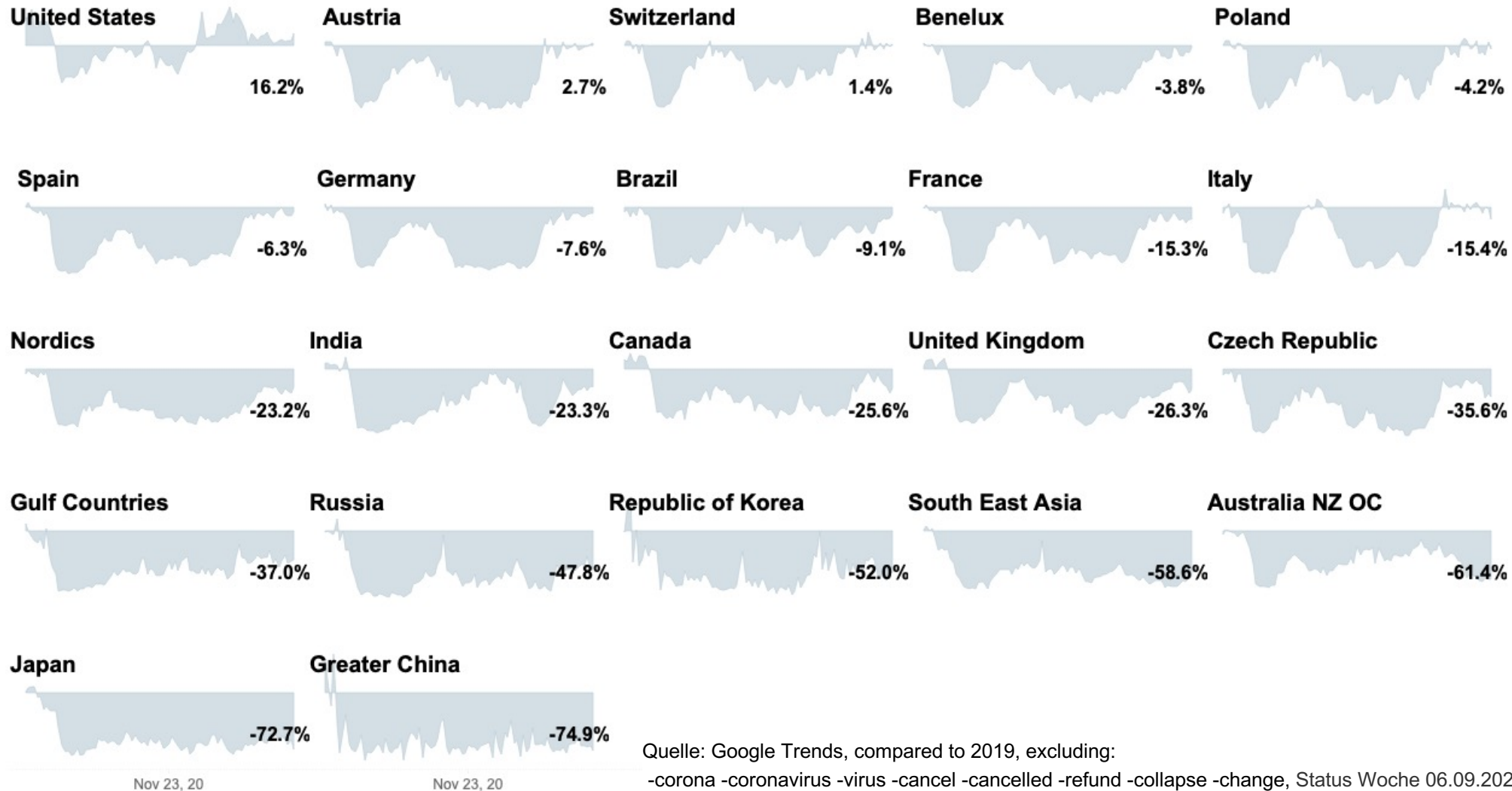




Schweiz.

# Hotelsuche via Google im Vergleich zu 2019

Der Trend zeigt zuletzt vielfach eine Stabilisierung mit geringeren Veränderungsraten

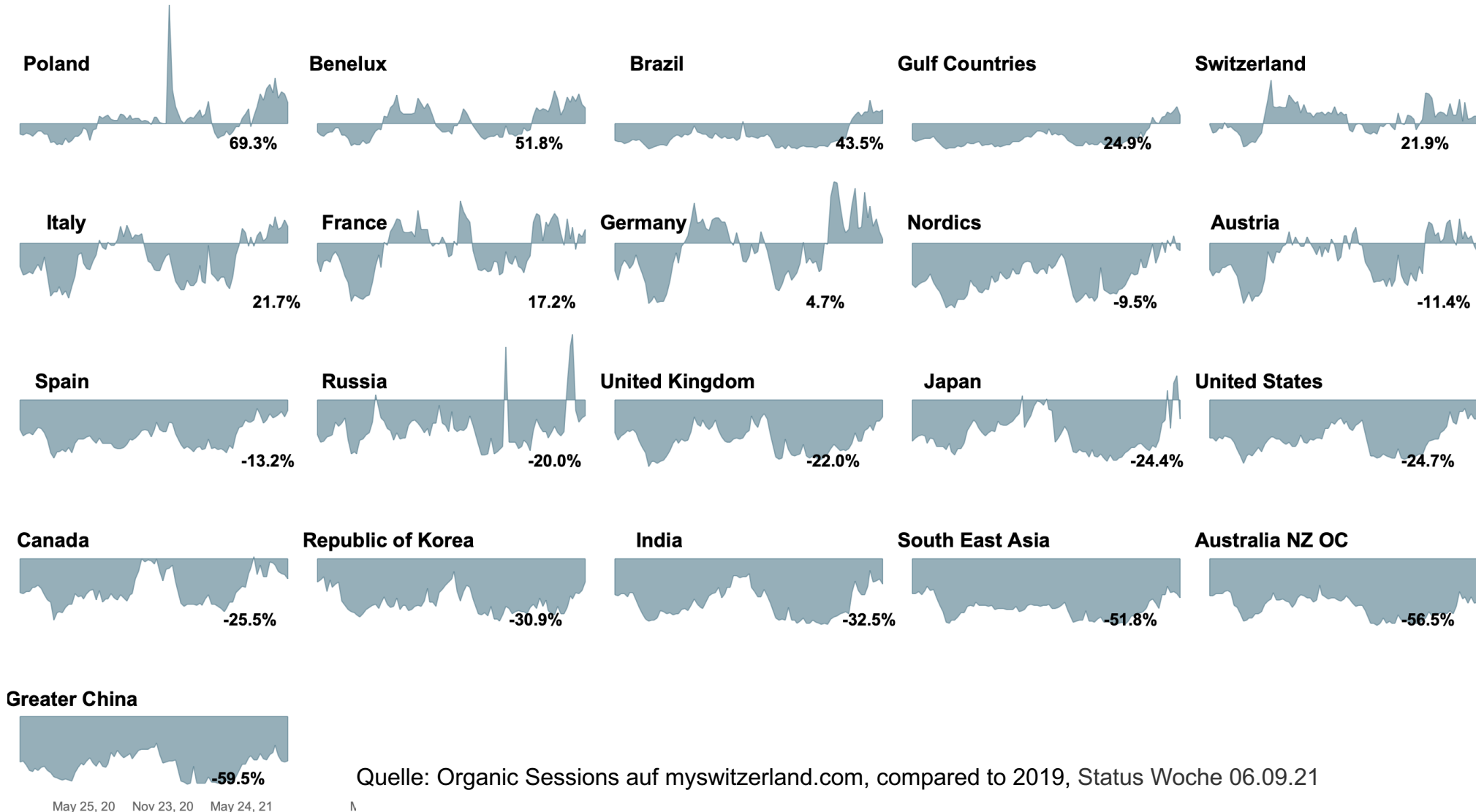




Schweiz.

# MyS.: Europa vielfach im Plus, Übersee nur vereinzelt stark.

Besuche auf MyS. im Vergleich zu 2019, absteigend sortiert



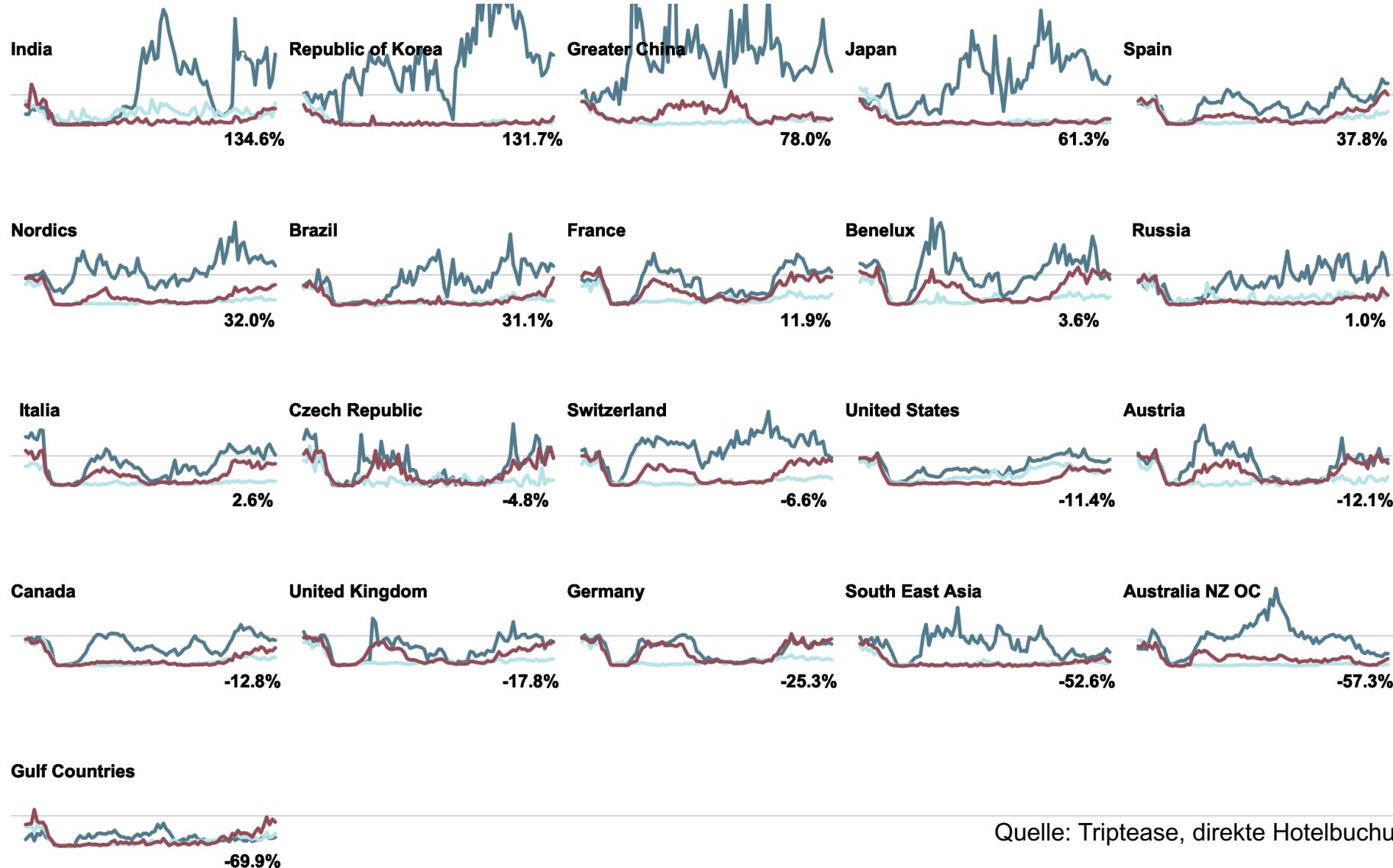




Schweiz.

# Inlandsbuchungen dominieren nach wie vor.

Im Vergleich zu 2019 (dunkelblaue Kurve).

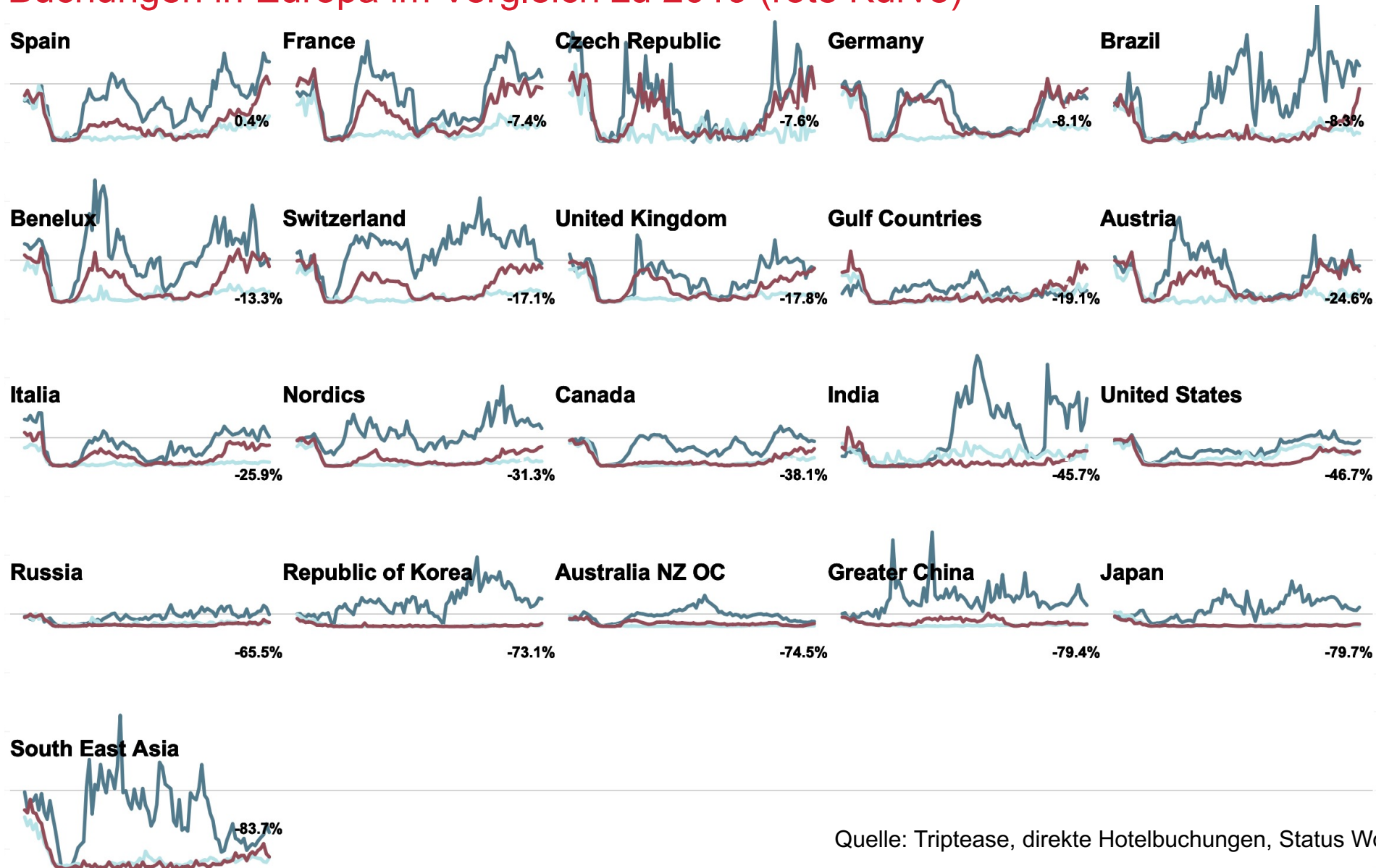


# Europa: Buchungen gehen zurück, nur Spanien im Plus.

Buchungen in Europa im Vergleich zu 2019 (rote Kurve)



Schweiz.



Quelle: Triptease, direkte Hotelbuchungen, Status Woche 06.09.21





Schweiz.

# Update ON development.

When is travel of ST markets back on pre Corona Level?

Old:



Sept. 21:





# ST for Future.

Martin Nydegger



Schweiz.



Don't record the session or take pictures (internal use only)

Questions will be answered at the end of the presentation.



**Schweiz.**

# Reason Why.

- ST has always developed organisationally and thus taken its own future into its own hands
- Through constant adjustments and improvements, large, painful reorganisations can be avoided
- Pent-up need for structuring, pending personnel changes and pandemic behavioural surges form the basis



Goal.



**Schweiz.**

Being the best NTO in the world!

Implementation with existing staff



**Schweiz.**

# Affected departments/teams.

1. Markets
2. Marketing
3. Digital Management
4. Events
5. EMT
6. Corporate Services (Salary structure)



# 1. Markets.



**Schweiz.**

# Reasons Why.

- Corona changes the world
- Head of Markets to step down in 2022
- Further development of market organization relevant for the future





Schweiz.

# Nothing is more important than the market.

- Markets are and remain the most important ST asset, the basis for federal funding and the main reason for key partnerships
- CHF 16.3 million of the CHF 26 million partner investments flow into the markets
- Be present where partners can't be, offer platforms that can't be done by headquarters
- Personal touch, physical presence, less interchangeable than solely digital
- 365 days/year Switzerland presence
- Metropolitan regions become more important than whole countries



Schweiz.

# Broader instead of deeper.

- Switzerland as a **premium tourism destination** appeals to a group of guests from abroad who can and want to afford Switzerland as a tourist destination.
- Instead of penetrating existing markets further and deeper, ST adapts its market strategy by **maximizing the acquisition of new guests and developing new potentials**.
- These can be found in economically stable **metropolitan areas**.

⇒ **Broader** (new development, **with more touch points**) instead of **deeper** (penetration of existing presence)





**Schweiz.**

## 3 core goals.

1. Increase agility and flexibility
2. Increase field time
3. Expand touch points

*act even faster*

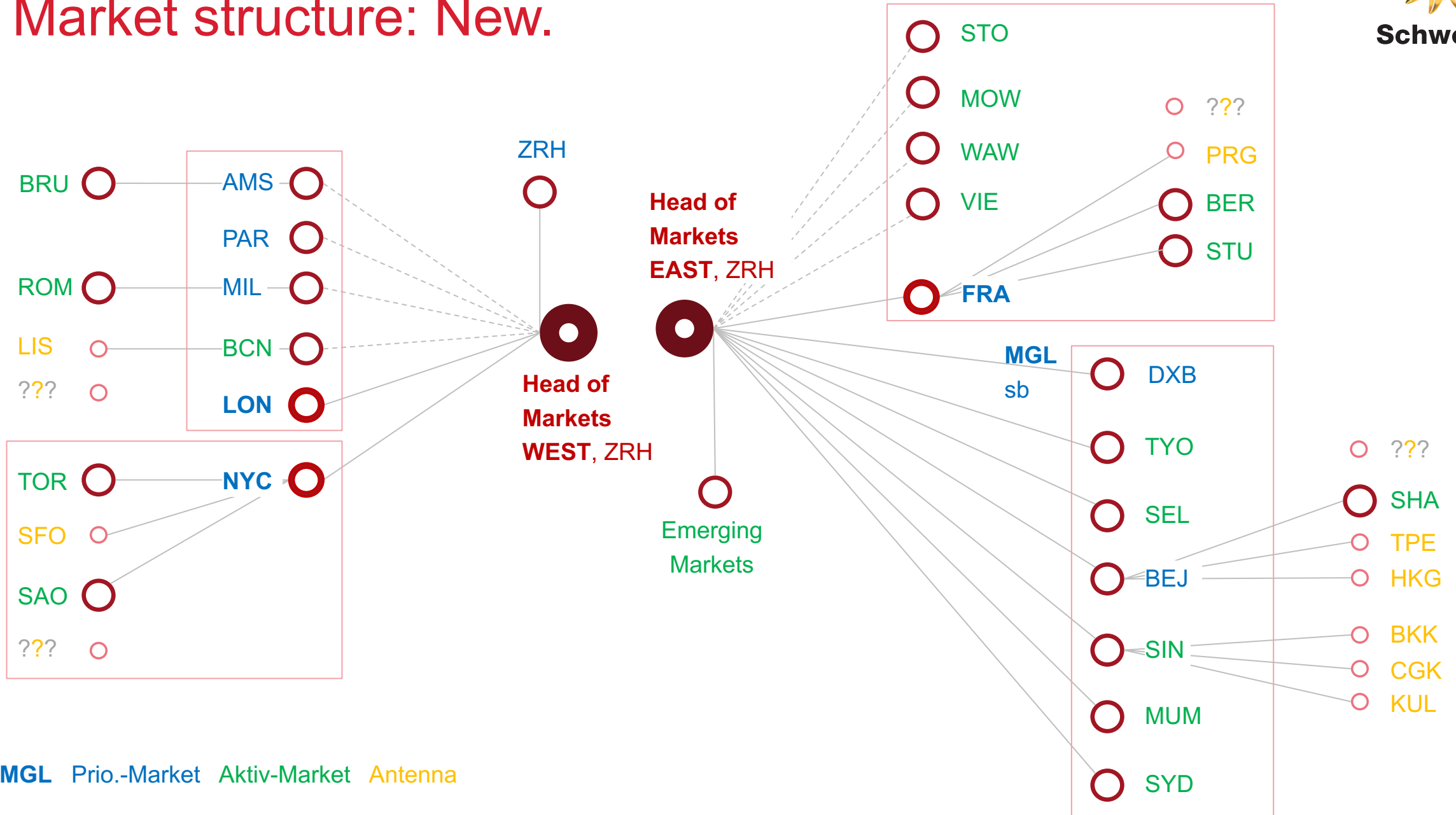
*even closer to the market*

*even more presence*



Schweiz.

# Market structure: New.





Schweiz.

# Hierarchy.

- Head of Markets (2) Directive Orders & Information Flow HQ : Markets
- MGL (4) Office fix, additionally coach for markets in group
- Markets (23) Office fix (incl. CH + Watchlist)
- Antennas (8) Dynamic and flexible units





Schweiz.

# Consequences.

- Market portfolio becomes broader
- Number of representations is increased
- Employee structure becomes more complex (various contracts)
- Requirements for management, reporting, controlling increase
- Biggest changes
  1. Two Heads of Markets
    - Head of Markets West
    - Head of Markets East
  2. 4 Heads of Market Groups (FRA, LON, NYC, Asia-Pacific sb)
  3. Expansion of touch points with «Antennas» (from currently 33 to new 38 – 40 touch points)



Schweiz.

# Head of Markets.

- Due to the size of the department markets, still 2 market representatives in the management
- UE will be succeeded latest by the end of the year. Handover of operational responsibility to 2 Heads of Markets. UE accompanies transformation and remains Vice Director until departure
- 2 Heads of Markets must cooperate harmoniously, clearly assigned tasks
- Heads of Markets lead MGL directly and the markets technically (dotted line)



Schweiz.

# Market Group Leaders (MGL).

- The MGL criterion is not market size, but the seniority and management experience of the market manager
- MGLs manage their own market operationally as their main task and without operational deployment in the other markets
- MGL lead market groups disciplinary and are available as coaches (ST dialog with markets, personnel, etc)
- The Heads of Market Groups take a seat in the EMT (Extended Management Team)





**Schweiz.**

# Markets.

- The markets continue to conduct the core tasks (Marketing, KAM, KMM, Events, etc.) independently and prepare the reports.
- Technically they report to the Head of Markets, disciplinary they report to the Heads of Market Groups.
- Partner contracts are concluded at the market level, but not at the antenna level.
- GCC becomes a new priority market



Schweiz.

# Antennas.

- New business segment with dynamic & flexible units
- One-woman/one-man staffing, without fixed established office infrastructure
- New antennas (e.g. LIS) = time-limited market assignments 18 - 24 months with clear targets
- Focus on new market development, promotional opportunities, KAM and KMM
- Existing antennas = unlimited assignment until reassessment

## 2. Marketing.



# Ambition:

Develop world class campaigns and content together with Markets and Partners to maximise positive guest impact.



**Schweiz.**

# Need for Change.

1. The world is changing – fast.
2. Roles and Responsibilities need a refresh.
3. Interfaces need clearance.



**Schweiz.**

# Our Objective.

1. More marketing power.
2. Higher resource efficiency.
3. A happy team.

**Foster cross-functional teams!**





**Schweiz.**

## 6 Marketing Challenges.

1. Campaign team imbalance
2. Product media relation work
3. Paid media planning
4. Content strategy
5. Asset production
6. The future of events



Schweiz.

# 1. Campaign team imbalance.

## Challenge:

- Campaign Teams cover a multitude of tasks that are not defined precisely. Ongoing imbalance. The marketing program is larger than our 4 leisure seasons.

## Action:

- We dissolve the seasonal and strengthen functional teams.



Schweiz.

## 2. Product media relations.

### Challenge:

- Product media relations was a co-operation of part time assignments in marketing in collaboration with Corporate Communications.

### Action:

- 1 FTE will relocate from Marketing to Corporate Communication/ Media Relations and is in charge of product media relations.





Schweiz.

### 3. Paid media planning.

#### Challenge:

- Contemporary media planning is not part of any employees job description and becomes increasingly important in the campaigning process.

#### Action:

- Marketing creates 2 Media Manager jobs (FTE) in charge of media planning and takes over the responsibility for all centrally managed digital paid media channels.



Schweiz.

## 4. Content strategy.

### Challenge:

- ST produces a lot of high quality content. Less to no resources are invested into priorities, life-cycle-management and maintenance.

### Action:

- ST introduces Content Pyramid and assigns clear tasks to the Content Team (Hero and Hub). Base Content will be managed by Web Team. 3 HC (1.3 FTE) change department.



Schweiz.

## 5. Asset (content) production.

### Challenge:

- Content production is a core competence of ST. ST needs to upscale production. Today ST outsources production to external agencies with large budget impact.

### Action:

- A new Production Team is created, merging the CDCI and VCC teams. ST Marketing starts insourcing part of the content production and hires additional 3 new Multimedia Producers (3 FTE).



Schweiz.

## 6. The future of events.

### Challenge:

- Events are a core activity of ST. Post-Corona events won't be the same anymore. ST needs to act at the forefront of the industry. Many ST employees are involved in event organisation.

### Action:

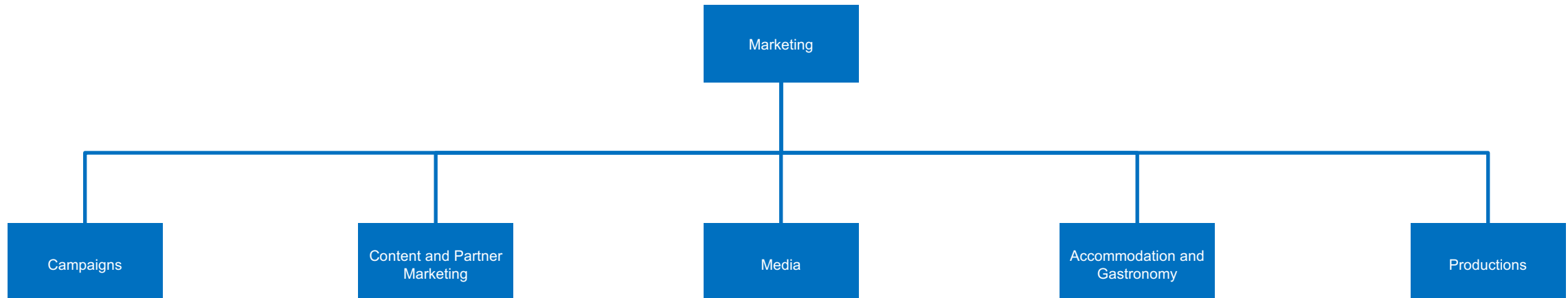
- ST is creating a new Event Team merging the existing units involved with event organisation. The new Event Team will be headed by Business Development (Letizia Elia).





**Schweiz.**

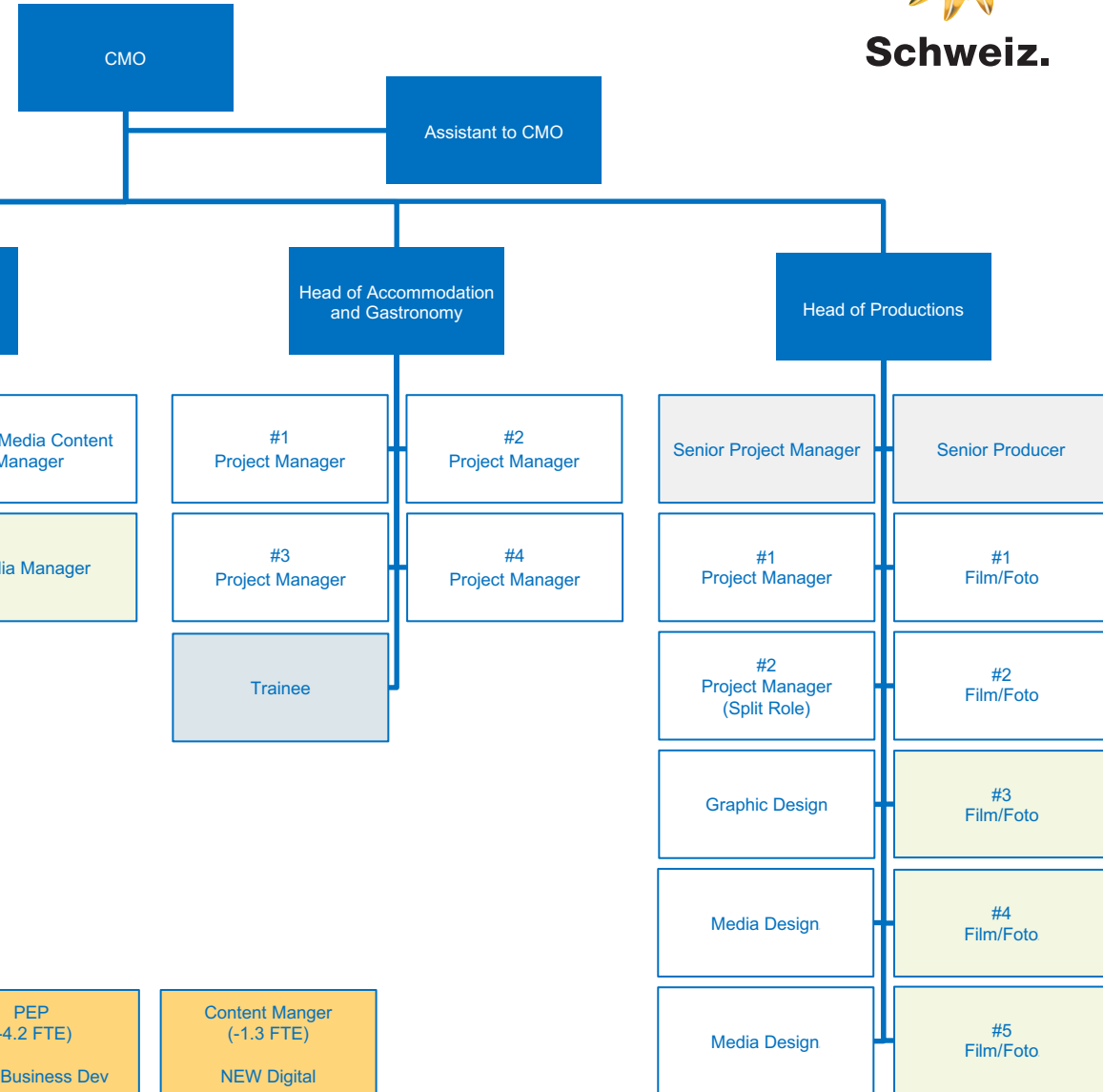
# Marketing builds on 5 competence Teams.





Schweiz.


# New Marketing Organisation.



If not us, who?  
If not now, when?

- John F. Kennedy -

# 3. Events.



Events make a significant contribution to positioning ST by showcasing Switzerland, creating experiences and developing valuable networks.





Schweiz.

# Events are becoming more challenging, but even more important!

- Events are one of the most powerful channels to position Switzerland and create networks within the industry, travel trade, media and travellers
- The event world is changing (more digital and hybrid formats) and requires new skills
- In post-COVID times events with personal exchange gain more importance

**...but they have to be outstanding!!!**



**Schweiz.**

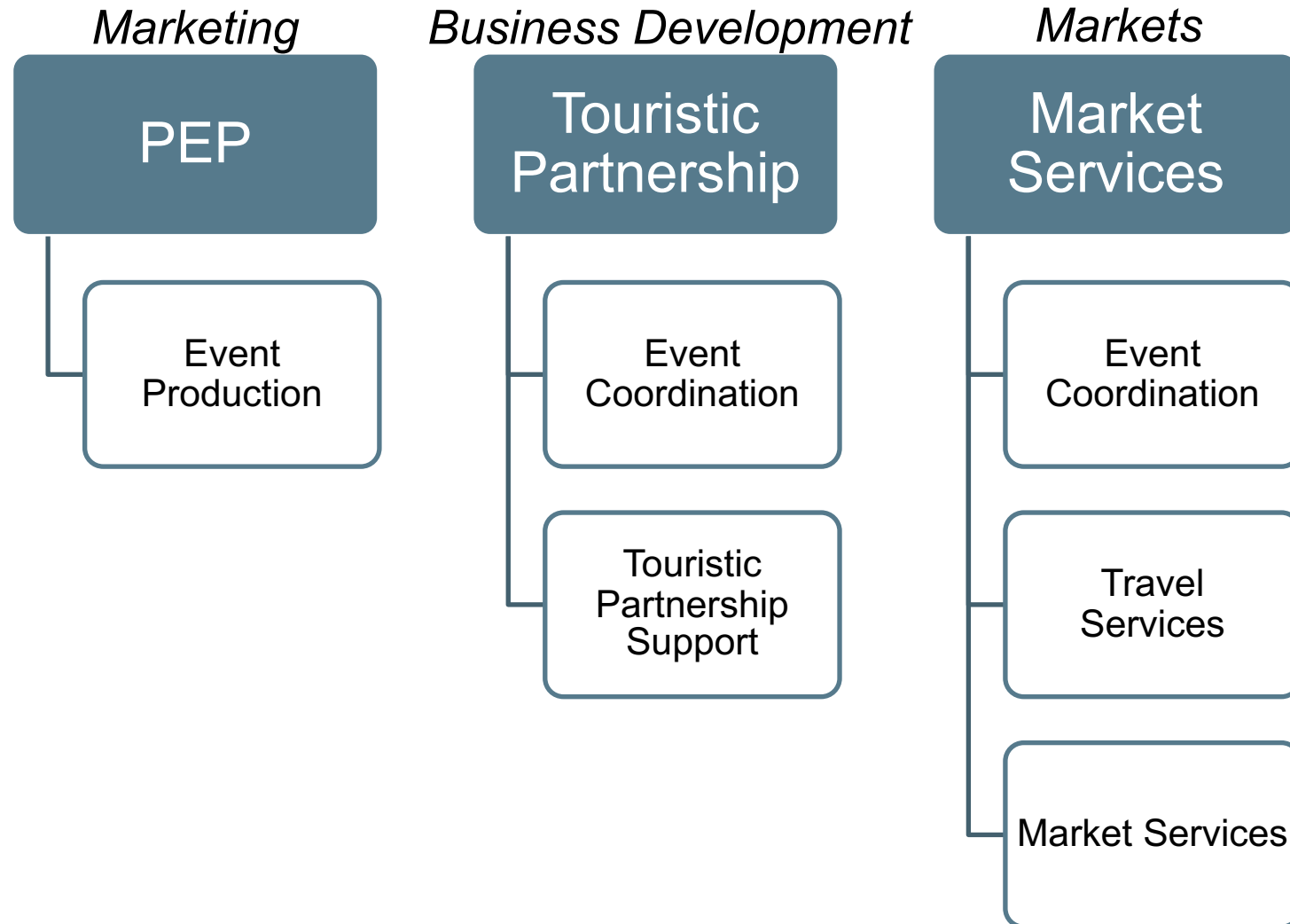
# ST is preparing for this by...

- ... consolidating our existing skills and bringing them together in one unit
- ... making optimal use of synergies between existing teams and activities
- ... optimising capacities
- ... adding new disciplines and skills in a targeted manner



Schweiz.

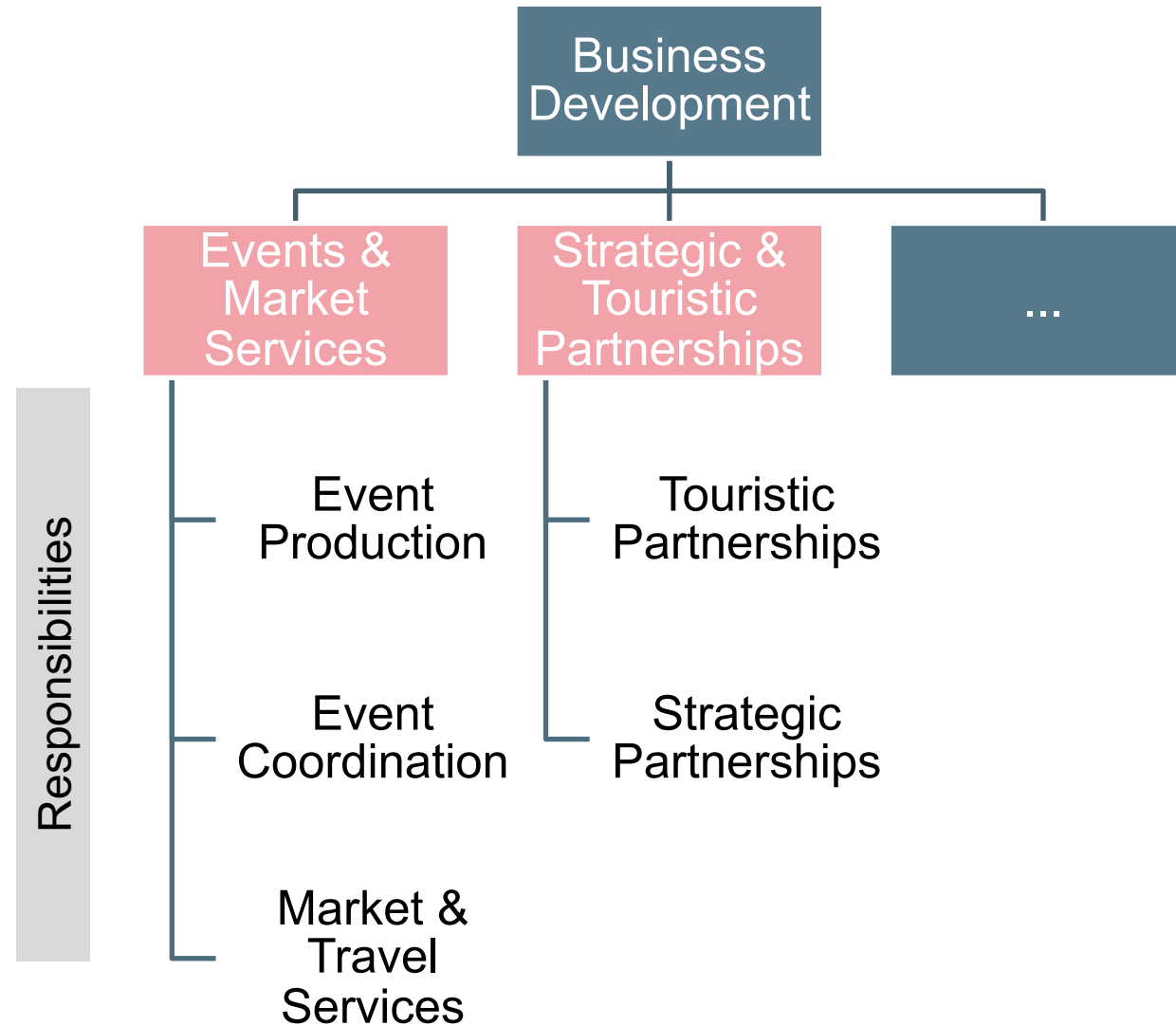
Currently, 3 different teams in 3 different departments are responsible for events.





Schweiz.

# Future organisation.





Schweiz.

## In summary.

- New team „Events & Market Services“ within Business Development Unit
  - Consisting of PEP, Market Services and the event part of team Touristic Partnerships
  - Recruitment Head of Events & Market Services (internal & external search)
- Integration of non-event responsibilities of team Touristic Partnership into team Strategic Partnerships.
  - New name: Strategic & Touristic Partnerships.



# 4. Digital Management.



**Schweiz.**

# Need for Change.

1. Reflect shift in campaigning responsibilities (media planning).
2. Strengthen capacities and skills in digital analytics.
3. Leverage the potential that CRM and Marketing Automation offers.
4. Give MySwitzerland room to grow further and develop.
5. Harmonize responsibilities between teams and departments.



**Schweiz.**

# “Digital Marketing” transforms towards “Digital Analytics and CRM”.

Digital Analytics and CRM

**Consulting**

Channels

- Expert knowledge and ownership of SEA and Newsletter (Marketing Automation).

Analytics and Customer Journey

- End to end customer journey ownership.
- Analytics Competence Center.
- Continuous improvement and learning in campaigns.
- Establish new, qualitative KPI's.

CRM

- Strategy of new B2C CRM / CDP Platform.
- Set priorities of new features.
- Ensure successful adoption of new platform in the organization.



Schweiz.

# Digital Marketing. Impact.

- New name: **Digital Analytics and CRM.**
- **Media Planning** responsibility transferred to Marketing Media team.
- Focus on channels **SEA** and **Newsletter**. Paid media channels managed by Marketing going forward.
- Hire of new **Senior Digital Analytics Manager** to strengthen data and analytics capabilities.
- Build a **CRM competence center** inline with CRM roadmap.

# MySwitzerland.



Schweiz.

Team “Publishing and Data Network” transforms towards **MySwitzerland.**

1. Give MySwitzerland a home to **continue success story.**
2. Full ownership over “**Base Content**”, including transfer of 3 **Content Managers** (1.3 FTE) from Marketing to MySwitzerland Team.
3. Set priorities over MySwitzerland **roadmap.**
4. Redefine **collaboration** with platform team.
5. Move of **data network** platform to platform team.





Schweiz.

# Digital Platform and Products.

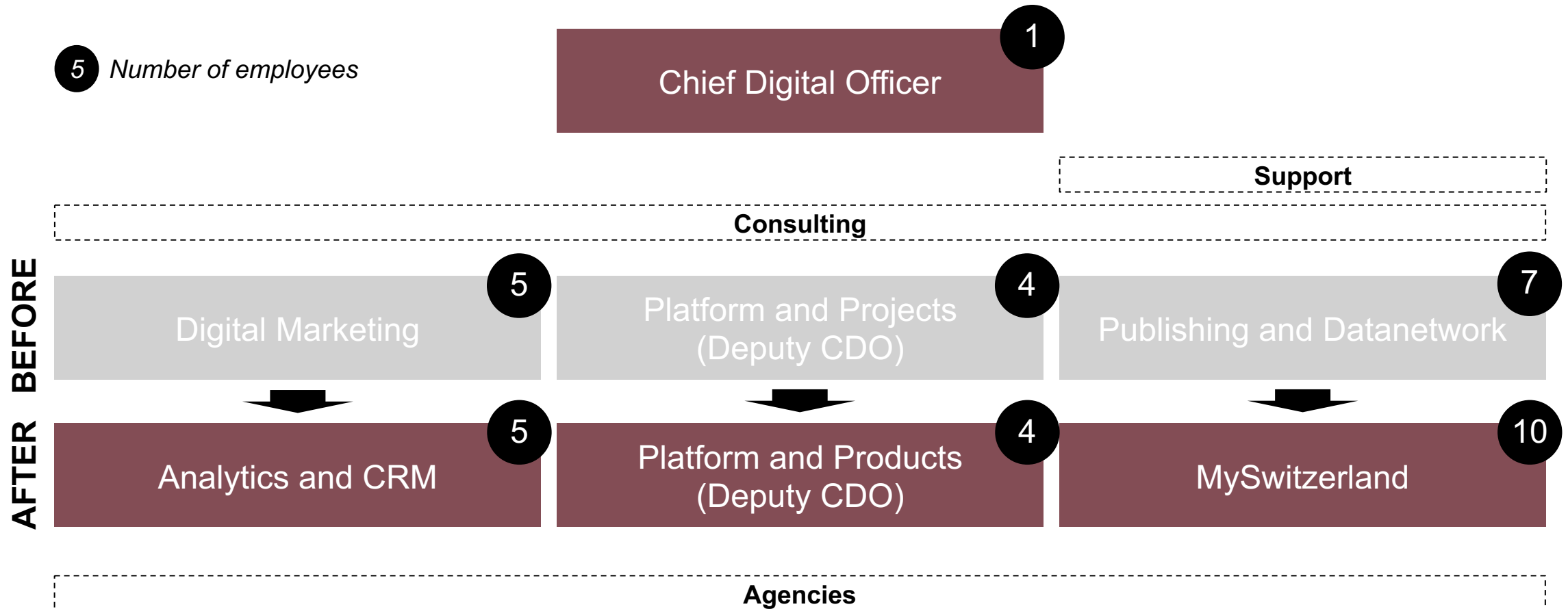
Digital Platform and Projects transforms towards **Digital Platform and Products**.

1. Key focus on **Product and Platform Ownership** as well as **Project Management** remains.
2. Build new capabilities for upcoming platforms like **B2B Marketplace, CRM**.
3. Clearer split of responsibilities for **MySwitzerland** related developments.
4. Additional responsibility over **data network** platform.



Schweiz.

# Digital Management before and after.



# 5. EMT.



**Schweiz.**

# Innovations in EMT.

- 20 participants, of which 1/3 from Markets.
- Two annual meetings coordinated with Management retreat.
  - Apr/May: ST Strategy, ad hoc topics
  - Nov: best practices sharing, leadership topics, ad hoc topics
- Discuss and decide:
  - Key Management retreat topics
  - ST Strategy
  - Operational processes
  - Leadership topics
- Starting January 1st, 2022.



**Schweiz.**

# New composition EMT.

Function	Mgmt	EMT	Total
CEO	1	-	1
Business Development	1	1	2
Business Events	1	-	1
Corporate Services	1	1	2
Digital Management	1	1	2
Management Services	-	2	2
Marketing	1	3	4
Markets East	1	2	3
Markets West	1	2	3
	8	12	<b>20</b>

## 6. Corporate Services.



Inclusion of various  
components in salary.



# Performance Wage Component.

- The performance wage component will be included in base salary as per 1.1.2022
- This affects all staff members who have a 5% performance wage component in their work contracts
- Net salary will not be affected due to higher social security deductions



**Schweiz.**

# Lunch Flat Rate.

- The lunch flat rate will be included in base salary
- ST no longer wants to treat it as a separate salary component
- This affects only staff members at head office

Summary & next steps.



**Schweiz.**

# Summary 1/2.

Switzerland Tourism wants to be the best NTO in the world! For this ambitious goal, we have embarked on a path and defined measures.

We are planning a cautious change process for the further organizational development of ST. This is not about cutting jobs, but about selectively optimizing tasks and structures in order to strengthen ST for the future. We are convinced that we have the right people to achieve our goals. Now we also want to be sure that everyone is in the right place to be successful together. There are seven sub-projects in total:



**Schweiz.**

## Summary 2/2.

1. Our market structure is adapted. Market management will be divided between the West and East areas, and we will use antennas to move even closer to our guests.
2. Our marketing is no longer divided into seasons, but into the classic areas of Campaigning, Partner/Content, Media, Production and Accommodation/ Gastronomy. Product media work will be reorganized.
3. Event planning/organization/market services will be combined in one team.
4. Digital Management will focus even more strongly on Analytics, CRM, Platforms, MyS.com
5. The composition and tasks will be adapted to the new needs with a streamlined EMT.
6. Inclusion of performance wage component and lunch flat rate (HQ) in base salary.



Schweiz.

# Next steps (1).

	Start	Implemented by
▪ Markets	17.09.	30.06.2022
▪ Marketing	17.09.	31.12.2021
▪ Digital Management	17.09.	31.12.2021
▪ Event Teams	17.09.	31.12.2021
▪ EMT	01.01.2022	
▪ Salary Model	01.01.2022	





**Schweiz.**

## Next steps (2).

- Detailed information by Head of Departments and Teamleaders
- Implementation by ST ALL

Let's do this!



**Schweiz.**

Being the best NTO in the world!

Implementation with existing staff

Questions / Remarks?



**Schweiz.**





Schweiz.

# ‘Digital B2B Market Place’.

RDK, 24<sup>th</sup> September 2021

Stefan Künzle, Alex Herrmann and Team





**Schweiz.**

# Goals of the 'Digital B2B Market Place'.

- ST is perceived as a digital leader, also among the global travel trade (ST Priorities 2021-2023: Digital Leadership)
- ST creates additional, more balanced overnights and higher spending by facilitating the work of the global travel trade
- ST creates added value for its partners/members
- ST leverages its excellent global network of KAM managers and our top-rated events, the STMs



**Schweiz.**

# Idea of the 'Digital B2B Market Place'.

Redesign match-making and trip planning through a digital platform for the global travel trade, KAMs & the Swiss tourism industry to

- achieve more engagement and overnight stays (lagging and leading indicators are increased)
- rationalise and standardise the KAMs work processes, freeing up more time for relationship building
- create added value for ST partners with a high quality offer
- guest management can be targeted to prevent over-tourism



# Requirements for the 'Digital B2B Market Place'.



Schweiz.

- Help qualifying buyers/tour operators find selected suppliers in three categories: Activities, Accommodation, Transport
- Comprehensive, attractive catalogues with multiple entry points and search functionalities
- Connecting buyers and suppliers through trust and transparency
- KAM as facilitators, creating measurable engagement
- Building an ST-exclusive global community with most important buyers
- Opportunity to leverage platform for information and education

# Project Status.



Schweiz.

- Management Board approved project/budget for 2021, review via MOM
- Three workshops
- External support via 89grad, Bern
- Interviews with about 25 internal and external experts incl. representative RDK
- Presentation and demo at KAM Exchange in August
- Booth at STM 2021 – with a Beta version!





**Schweiz.**

# Role of the Regions and Destinations.

- Suppliers create the quality content the buyers are looking for.
  - Regions and Destinations are included as direct contacts plus as suppliers.
  - Final role of Regions and Destinations to be defined – role in overseeing ‘their’ suppliers.
- 
- We need the support of the Regions and Destinations.



**Schweiz.**

# A new Name...

- 'Digital B2B Market Place' – misleading

Candidates:

- 'Switzerland Travel Match' (could be shortened to STM+)
- 'Business Exchange Switzerland Tourism' - BEST
- myswitzerlandPRO

# DEMO.



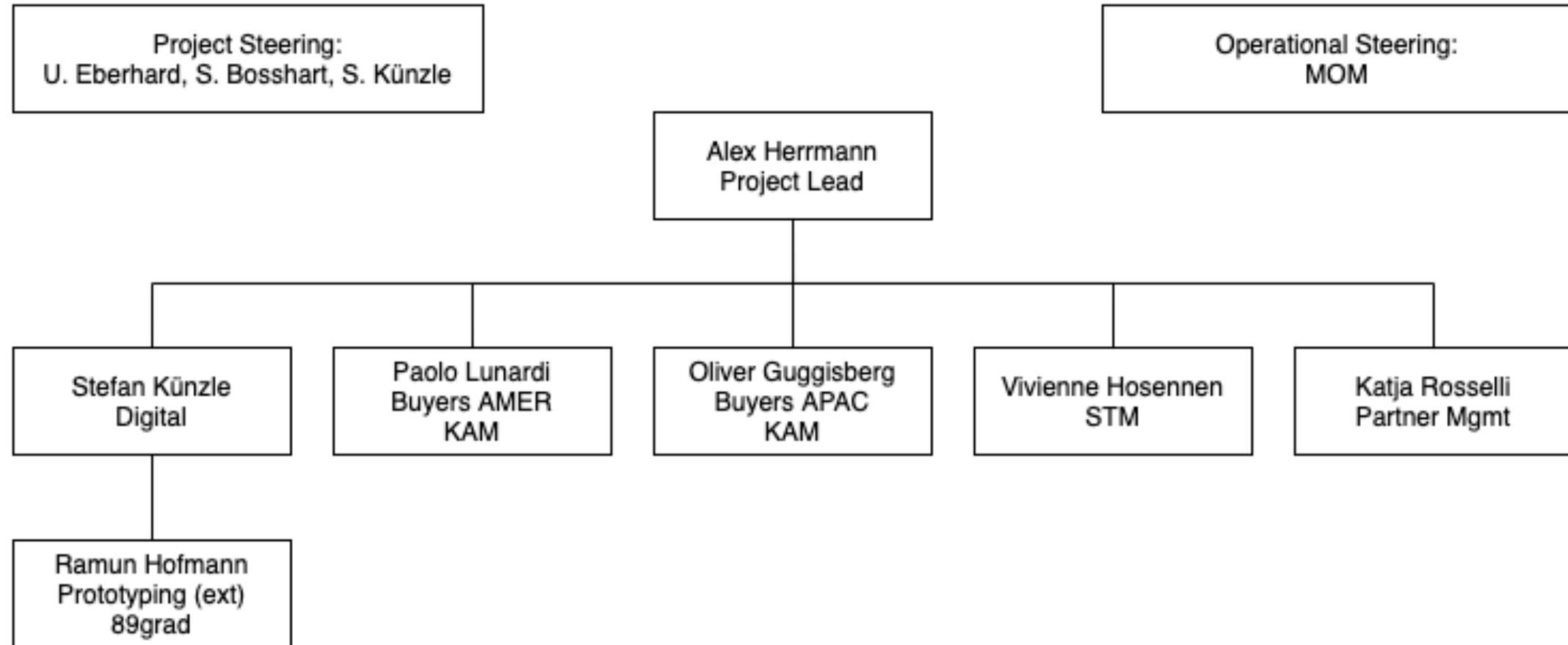
**Schweiz.**

To follow.



Schweiz.

# The Team – THANK YOU!



Questions / Remarks?





**Schweiz.**



# Swisstainable.

Letizia Elia



Schweiz.







## Unsere Vision

Wir wollen das nachhaltigste Reiseland der Welt werden.

## Zielsetzung

1. Gästeorientierung
2. Branchensupport
3. Positionierung der Destination Schweiz



# Das Programm. Gäste-Orientierung via dreistufiger Labellisierung.





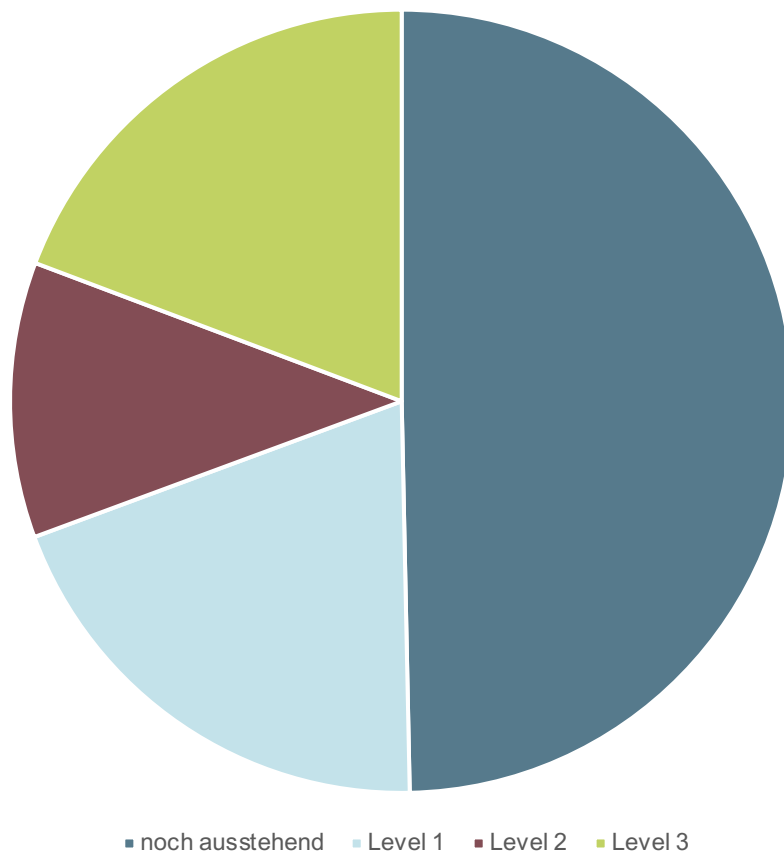
# Updates zum Swisstainable Programm.

- Aktuell haben sich 457 Betriebe beim Swisstainable Programm angemeldet.
- Die Führung des Programms wird per 1.1.2022 von ST an den STV übergeben und dort in das entstehende Kompetenzzentrum Nachhaltigkeit integriert.
- ST wird Swisstainable jedoch weiterhin vorantreiben, insbesondere in den Bereichen Kommunikation, Produkt- und Angebotsentwicklung.

# Aufteilung nach Level.



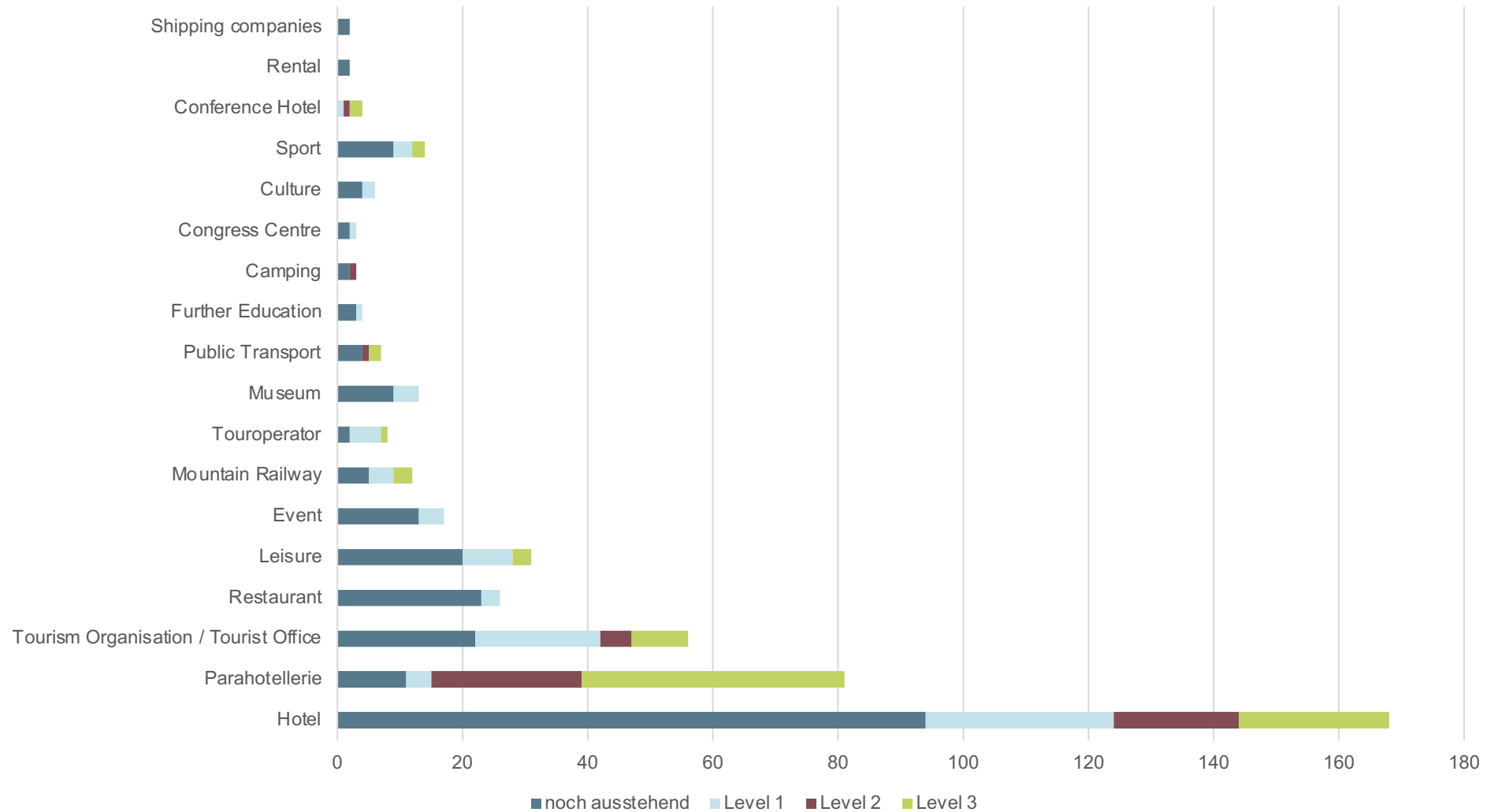
**Schweiz.**





**Schweiz.**

# Aufteilung nach Kategorie und Level.

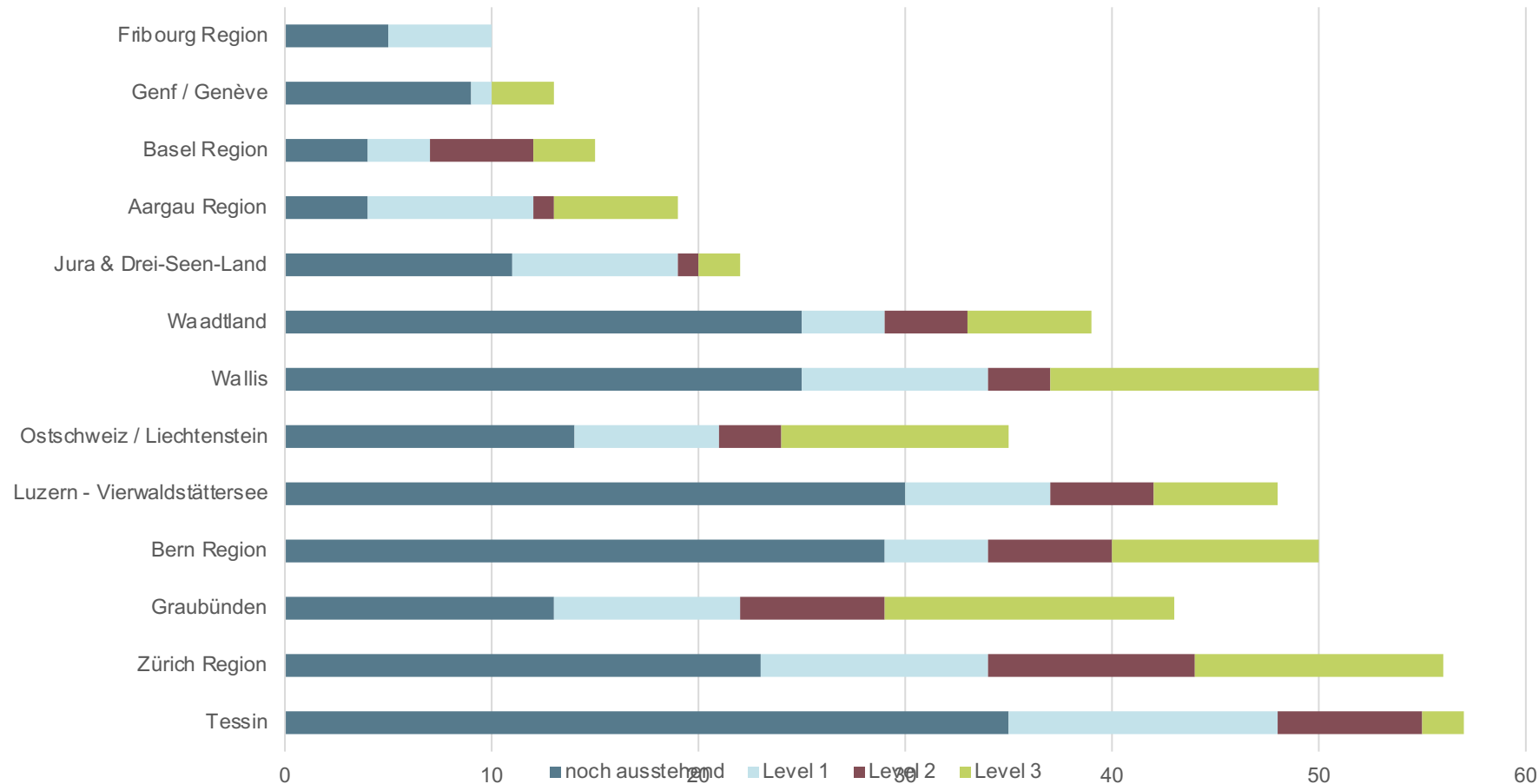






Schweiz.

# Aufteilung nach RDK und Level.





**Schweiz.**

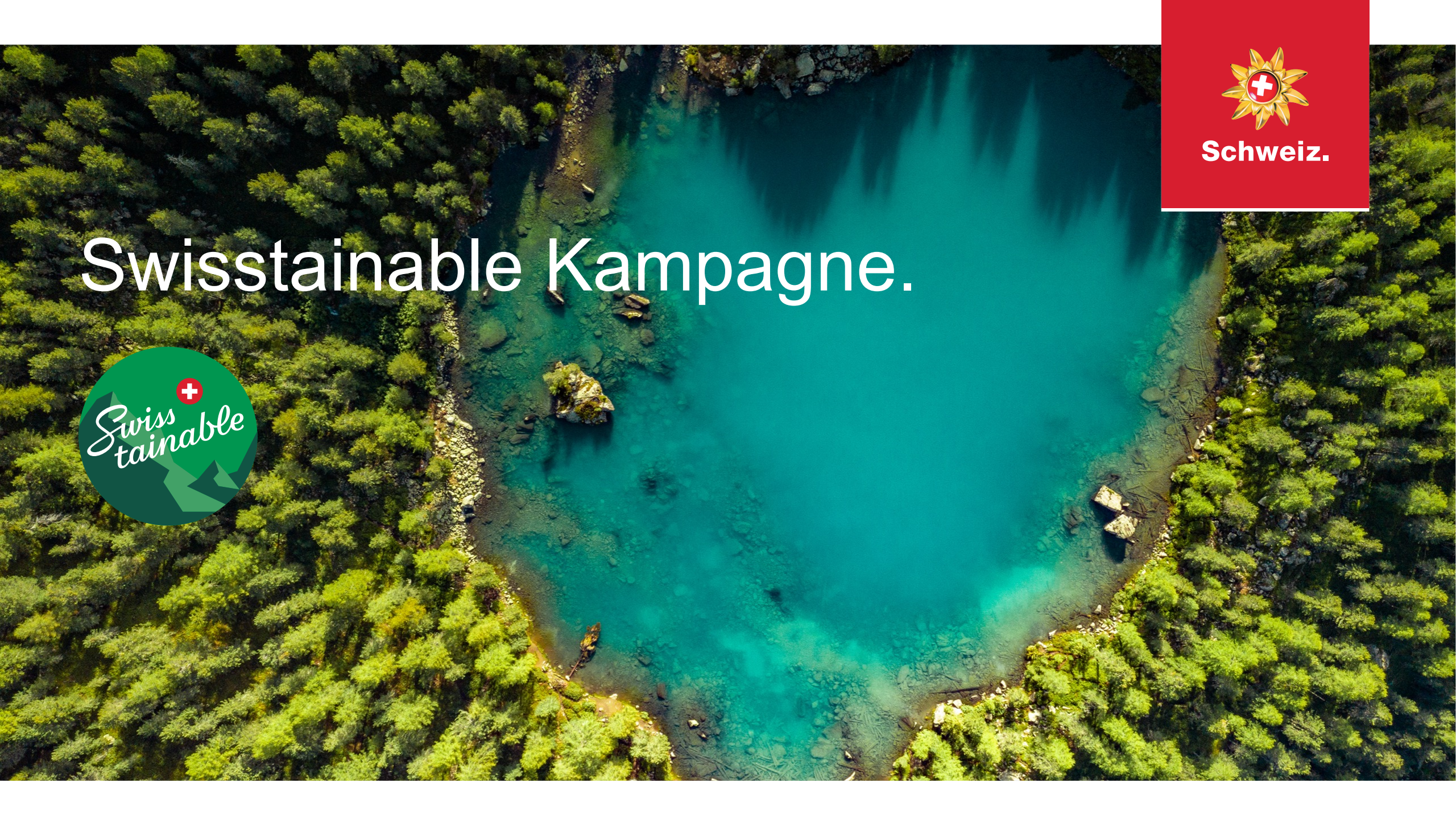
# Informationen zum Reporting.

Dieses Reporting wird Ende jeden Monats aktualisiert und ist zusammen mit der detaillierten Liste aller teilnehmenden Betriebe hier abrufbar:

Swisstainable Reporting

Für weitere Fragen steht Ihnen die Geschäftsstelle unter [swisstainable@switzerland.com](mailto:swisstainable@switzerland.com) jederzeit zur Verfügung.





Schweiz.

# Swisstainable Kampagne.







**Schweiz.**



# Ein 3-Jahresplan



**Schweiz.**

## TRAVELLERS

Bekanntmachung 'Swisstainable'  
Inspirierende Geschichten von  
Reisenden erzählen.



2021

AUFBRUCH

## MAKERS

Lieferung von Proof Points.  
Führende Changemaker aus der  
Industrie ins Licht rücken.



2022

ETABLIERUNG

## CERTIFIED GUIDE

Reisende an der Hand nehmen und  
eine vollumfänglich nachhaltige Reise  
von A bis Z ermöglichen.



2023

WIRKUNG

Kampagne 2021





Schweiz.



Content Hub

MSJ Content Ads

My Swisstainable Journey

Swisstainable - Nachhaltig Reisen in der Schweiz.

Experience Shop

Landingpages



Performance Ads



Schweiz.



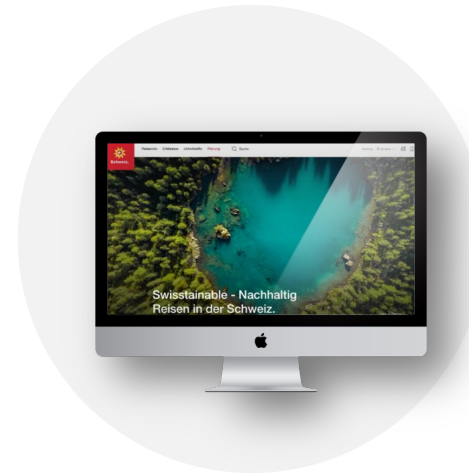
## PROGRAMM

Wir haben eine Nachhaltigkeits-Strategie erarbeitet und gemeinsam mit der Branche die **Swisstainable-Bewegung** ins Leben gerufen.



## MANIFEST

Mit unserem **Manifest** haben wir erzählt, was Swisstainable für uns heisst und Aufmerksamkeit generiert.



## CONTENT-HUB

Auf unserem Content-Hub haben wir **zu nachhaltigem Reisen** inspiriert.



## EXPERIENCES

...und mit unserem neuen «Experience Shop» und dem Sommer-GA nachhaltige Produkte sogar direkt **erleb- und buchbar** gemacht.



Schweiz.

8.5 / 9.5  
Premium  
Print







Schweiz.



**10.5 -13.6**

Digital  
Push

[www.myswitzerland.com/swisstainable](http://www.myswitzerland.com/swisstainable)



**Schweiz.**

INFORM

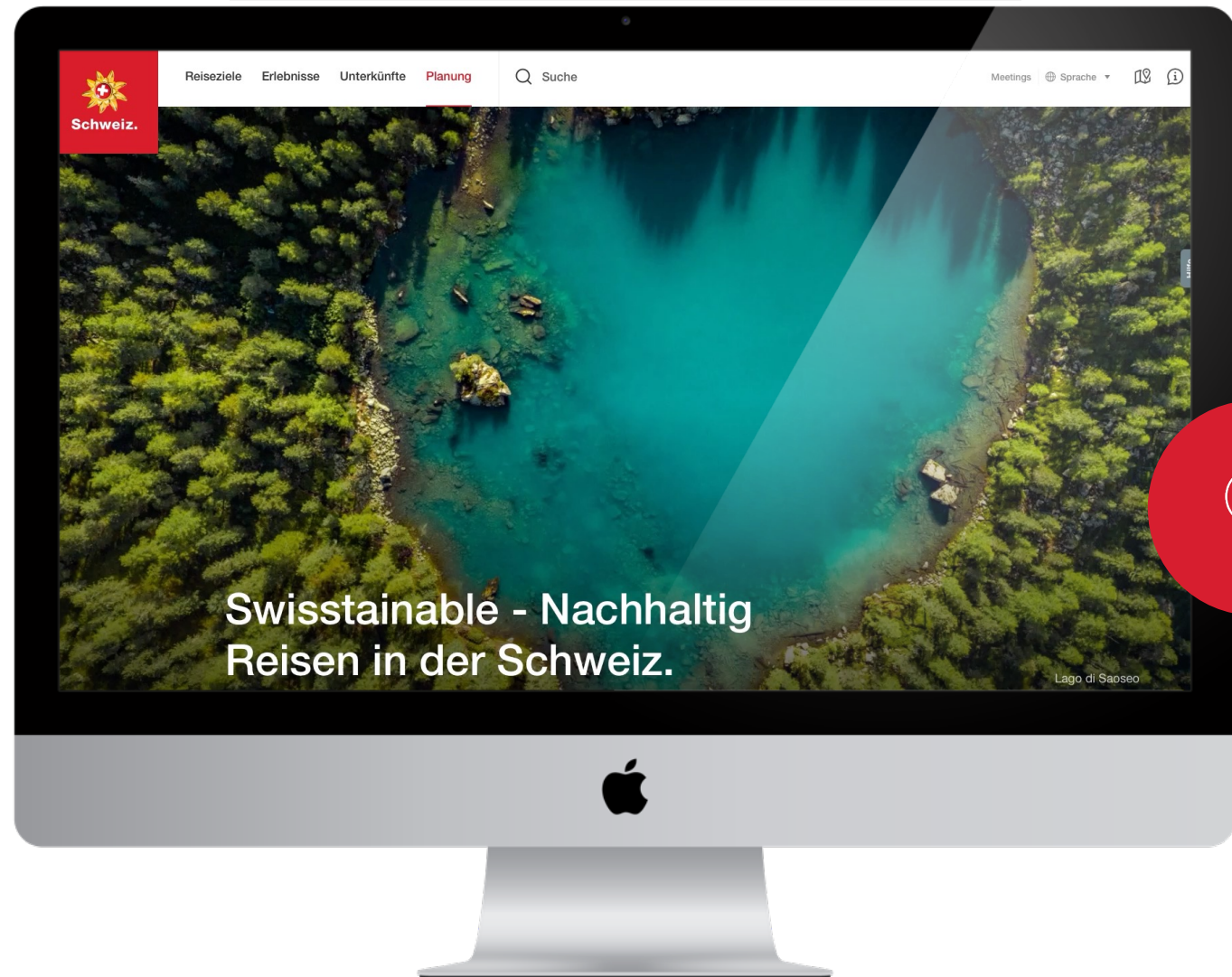
INSPIRE

CONVERT

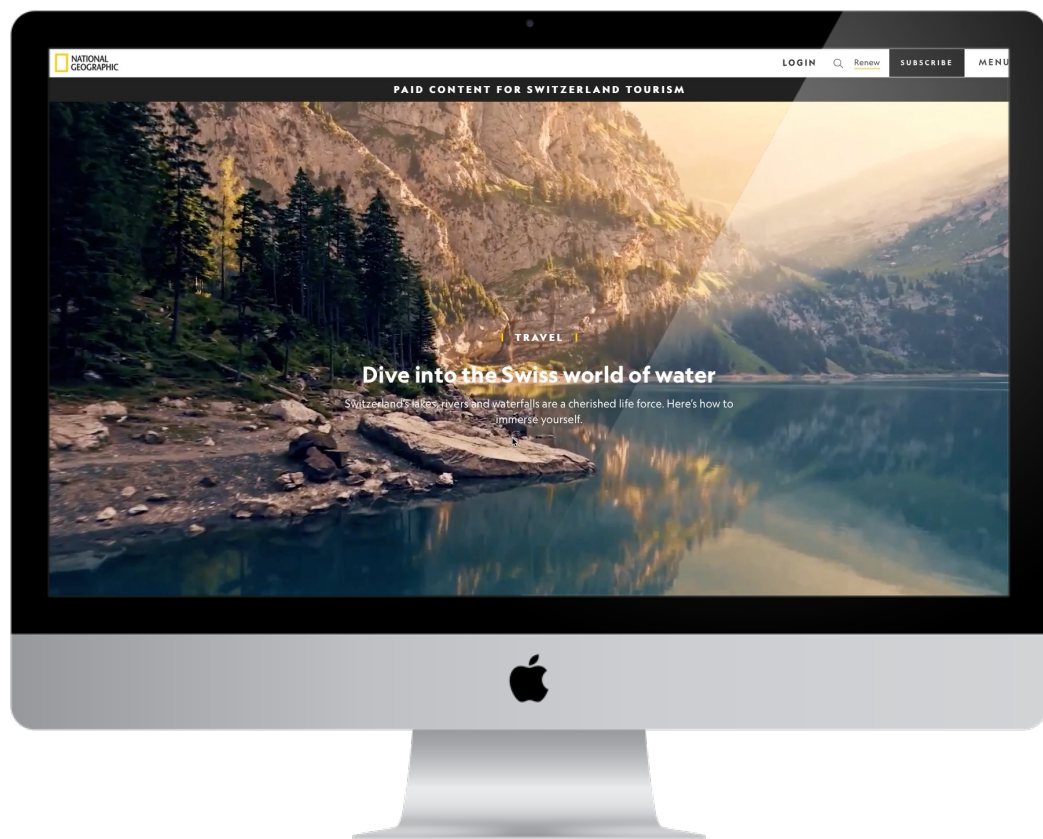
STORYTELLING

BRAND RECOGNITION

**Always on**  
Content  
Hub



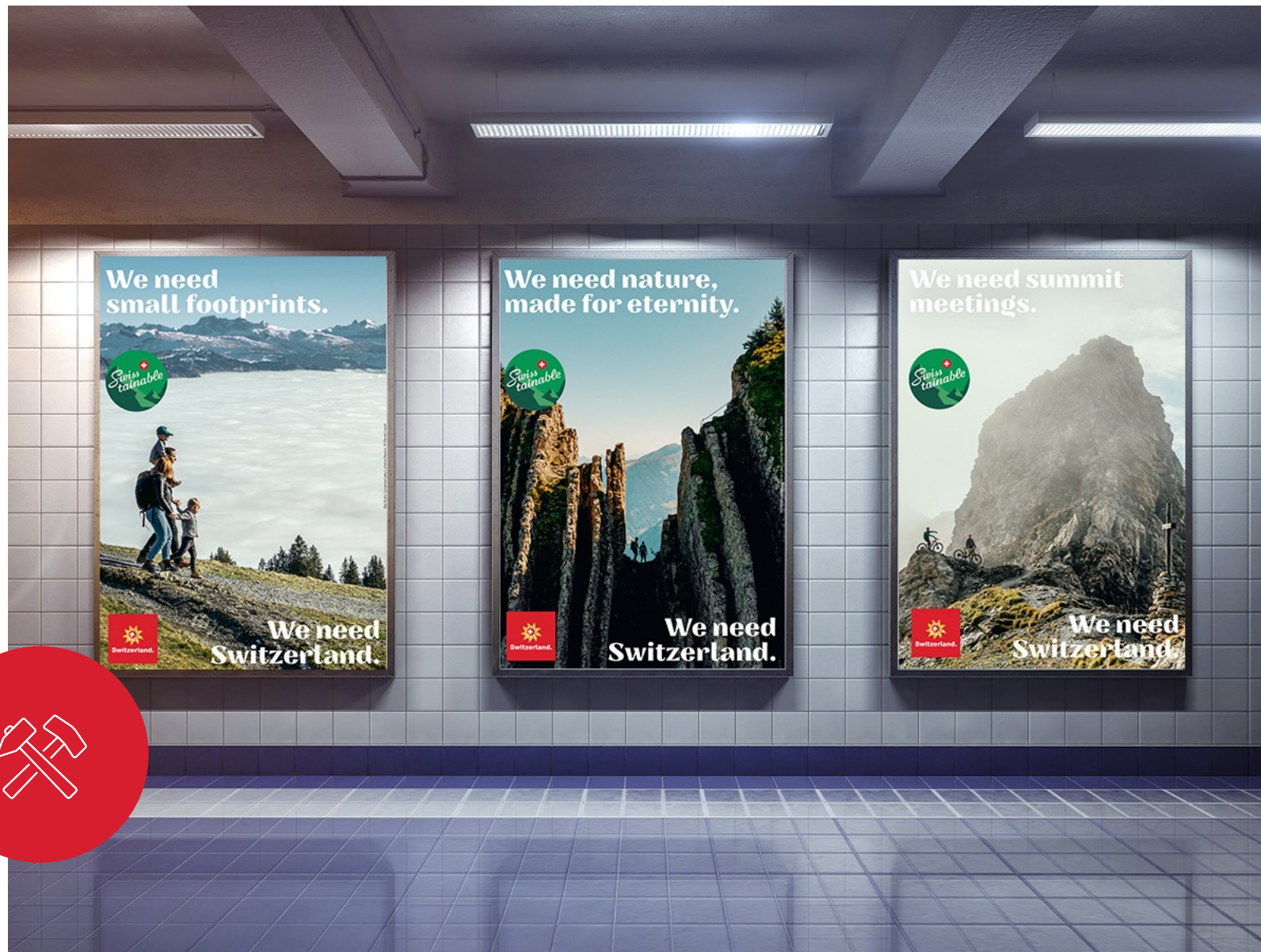




**5.5 – 5.8**  
Media  
Partnership



Schweiz.

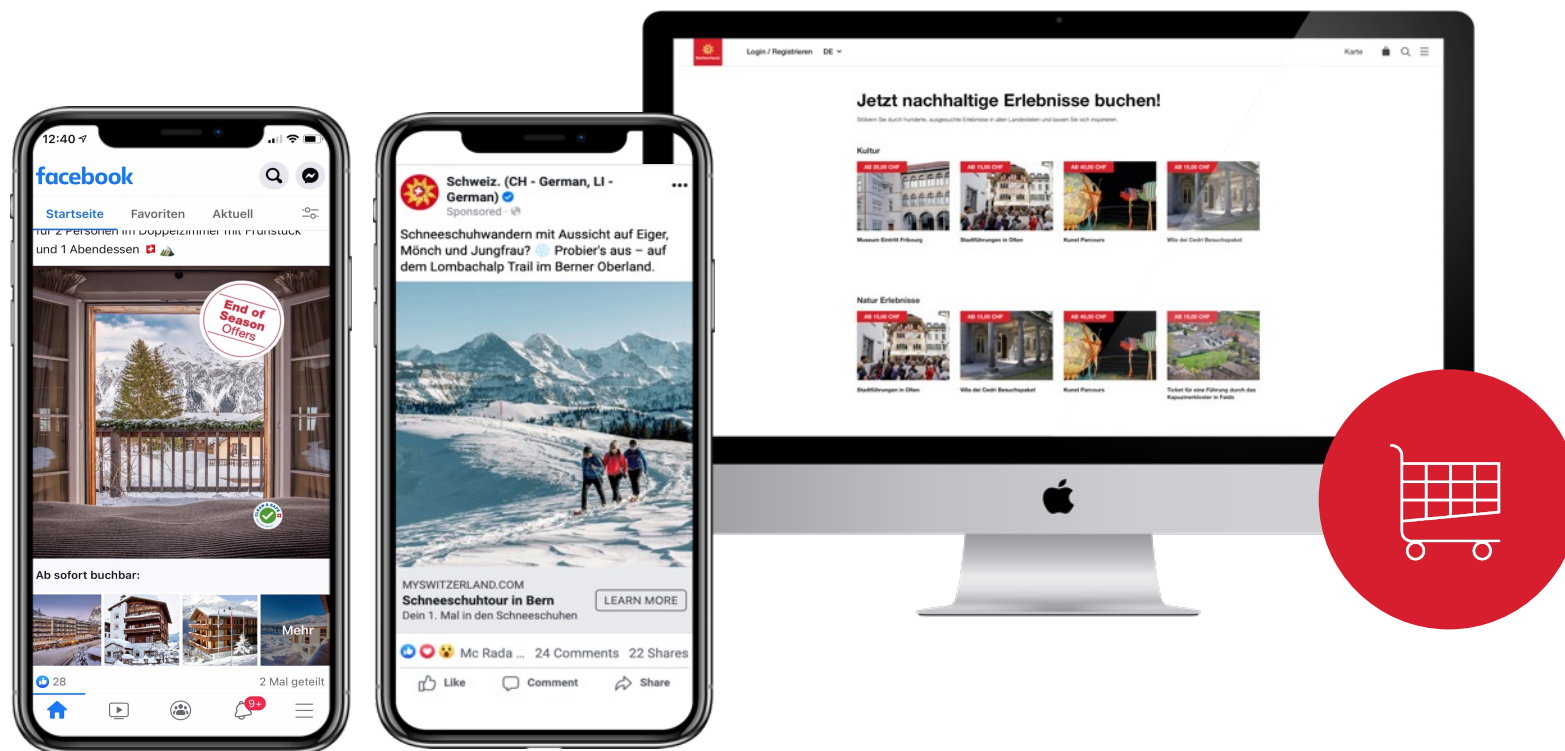


**Always on**  
Market KV  
Toolkit



Schweiz.

24.5 – 8.8  
Experience  
Shop







**Schweiz.**

### MAURO

Why travel the world when we already live in the most beautiful place?



### KAZU

How the pace and the nature of the city inspire her art.



### ROSMARIE

A wandering journey through landscapes, change and life.



# Oct. - January My Swisstainable Journey

## Content Marketing Series

The destination Switzerland offers pristine and serene nature – and ultimate relaxation. It is our purpose **to preserve and keep our nature accessible** for generations to come.

To achieve that, we must **rethink the way we travel** and seek inspiration from people who already practice this today.

‘My Swisstainable Journey’ tells the story of travellers and industry leaders who are actively shaping the zeitgeist of sustainable travel.



Questions / Remarks?



Danke. Merci. Grazie. Grazia.



**Schweiz.**