

ST for Future.

16. September 2021



Switzerland.

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.



Being the best NTO in the world!

Implementation with existing staff



Affected departments/teams.

1. Markets
2. Marketing
3. Events
4. Digital Management

1. Markets.

Reasons Why.



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

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

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)



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3 core goals.

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

act even faster

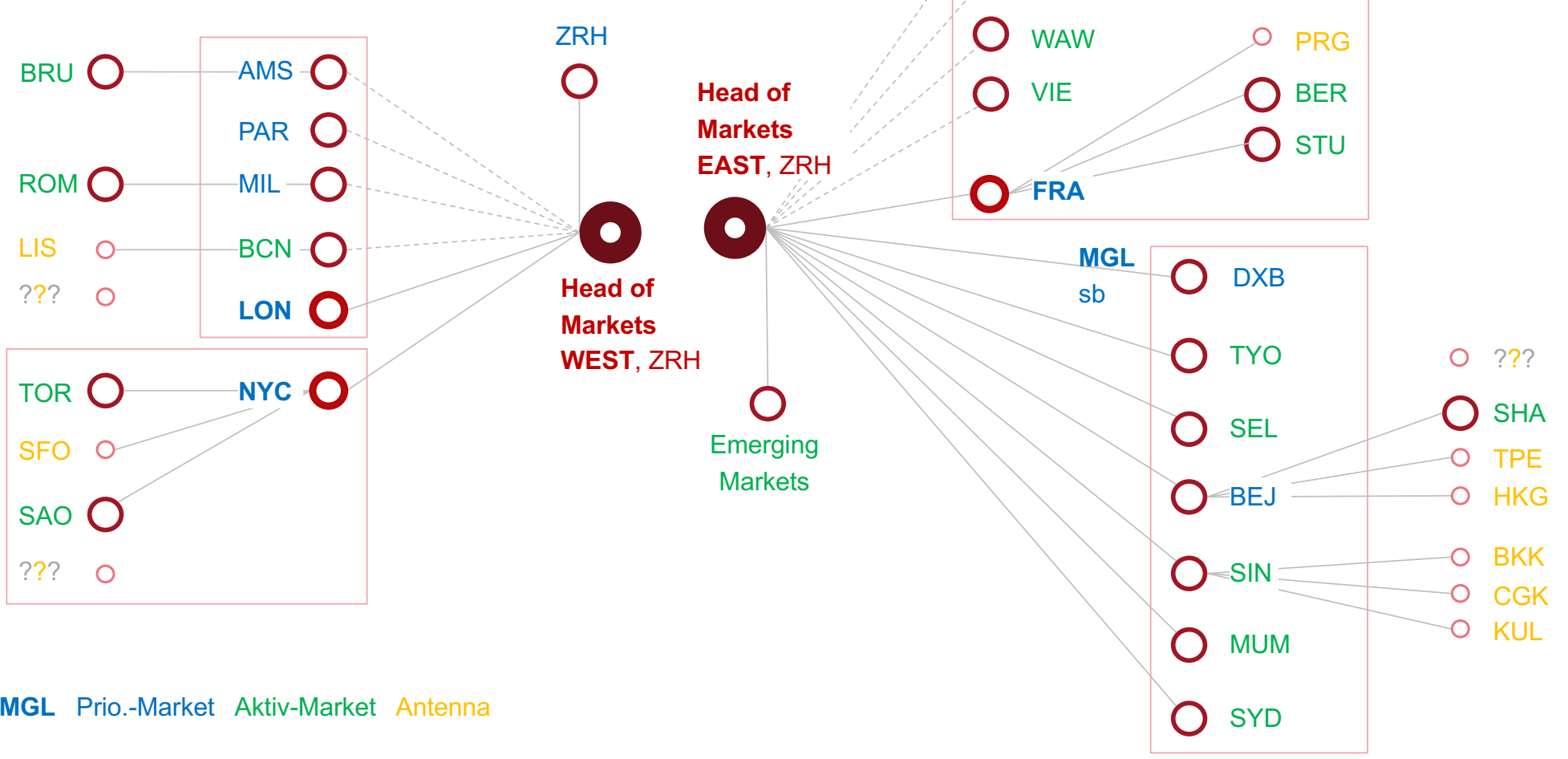
even closer to the market

even more presence



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Market structure: New.



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

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)

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)

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

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.

Our Objective.

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

Foster cross-functional teams!



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

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 four leisure seasons.

Action:

- We dissolve the seasonal and strengthen functional teams.

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.

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.

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.

5. Asset 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).

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.

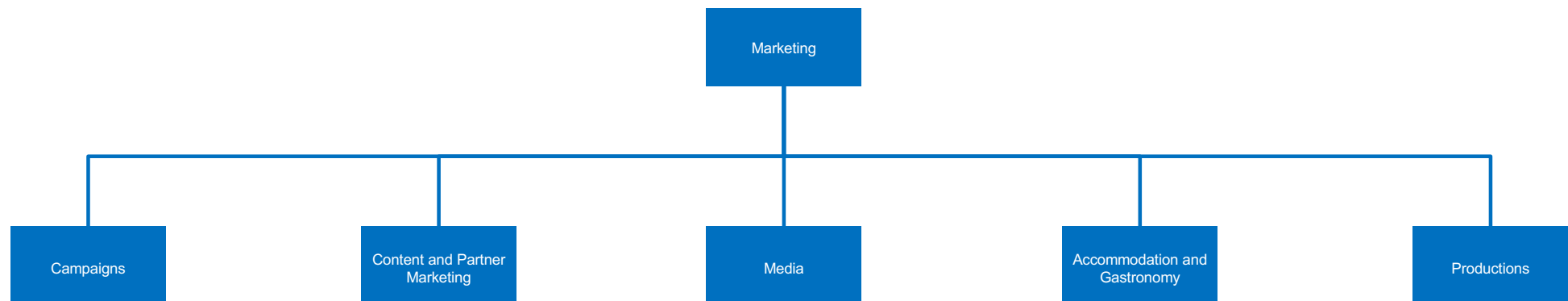
Action:

- 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).

Marketing builds on 5 competence Teams.



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3. Events.

Events are becoming more challenging, but even more important!

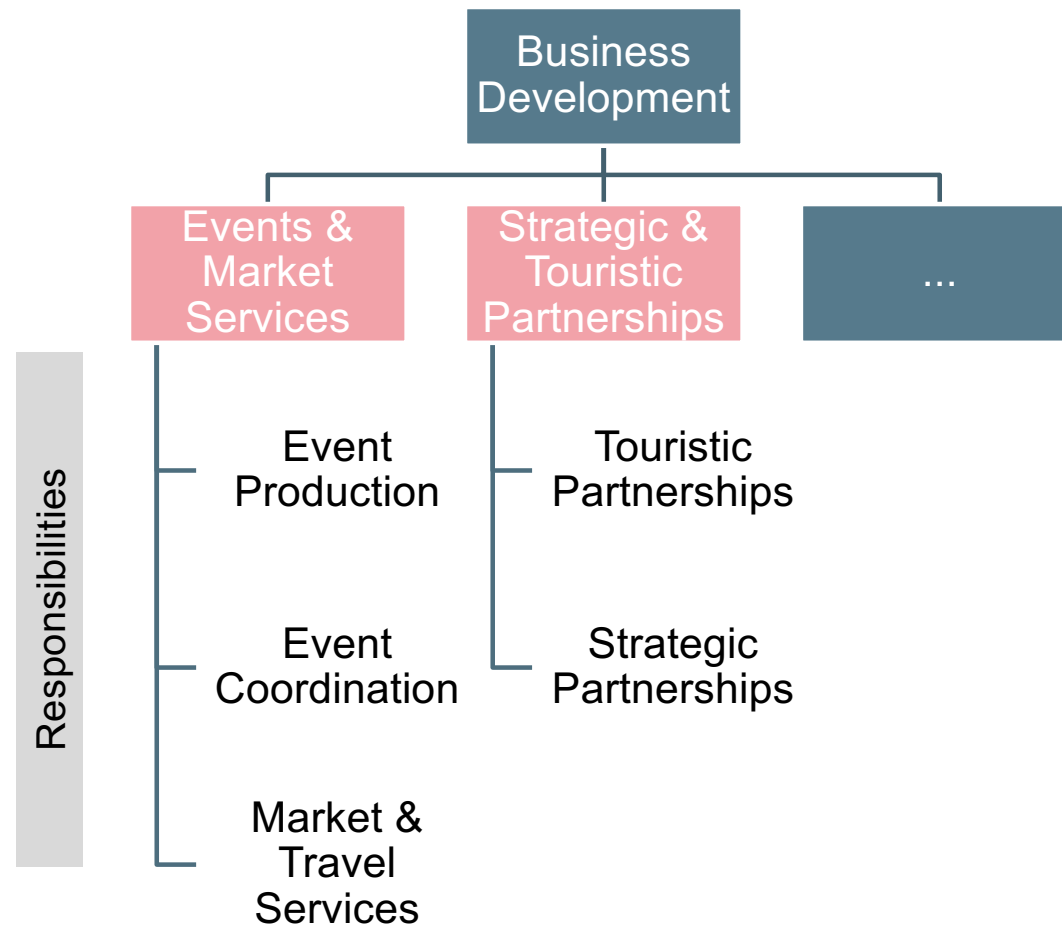
- Events are one of the most powerful channels to position Switzerland and create networks within the industry, travel trade, media and travellers
- The event world is changing (more digital and hybrid formats) and requires new skills
- In post-COVID times events with personal exchange gain more importance

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

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

New organisation.



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.

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.

Digital Marketing.

- 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.



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

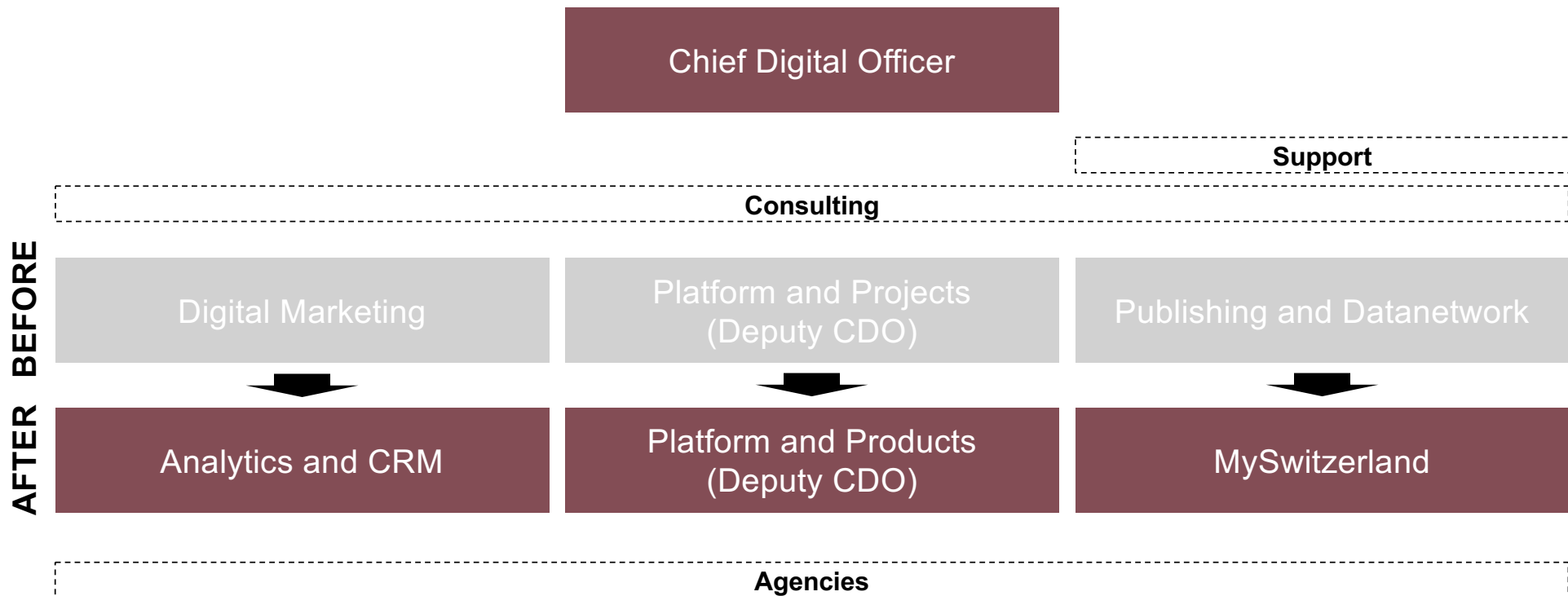
1. Give MySwitzerland a home to **continue success story.**
2. Full ownership over “**Base Content**”, including transfer of 3 **Content Managers** (1.3 FTE) from Marketing to MySwitzerland Team.
3. Set priorities over MySwitzerland **roadmap.**
4. Redefine **collaboration** with platform team.
5. Move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

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.

Digital Management before and after.



Summary & next steps.

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.

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 Accomodation/ 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

Timeline.



	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



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