

Strategy and planning

2026–2028

swi⁺zerland



KKL Luzern, Lucerne-Lake Lucerne Region, © Lautsicht



↑ Martin Nydegger
CEO Switzerland Tourism

A strong stage for a strong Switzerland

Switzerland Tourism (ST) is based in Zurich's Stadthalle, once the city's premier venue for concerts and events – so the following metaphor on ST's role and the consequences of impending budget cuts is an apt one.

Imagine ST as the architect and host of a large concert hall. ST is building this stage with federal funds: solid, inviting, technically impeccable. This is its basic role: a stage, lighting, sound, a curtain, seats and an audience. But a concert only comes into being through participation. ST now invites its partners such as regions, destinations, hotels, cable cars and mountain railways, attractions, etc., to present their own programmes and content on this stage. ST provides the basic infrastructure – its partners trigger the applause.

Now there is a threat of cuts, instigated by those with little connection to tourism. Continuing the metaphor, fewer resources mean a smaller hall, less light, a smaller audience, a slimmed-down stage. The victims? The tourism partners. Their visibility decreases, discounted platforms disappear and they have to spend a lot of time and money on other venues in order to be seen or heard.

Time to make our presence felt as a united tourism industry!

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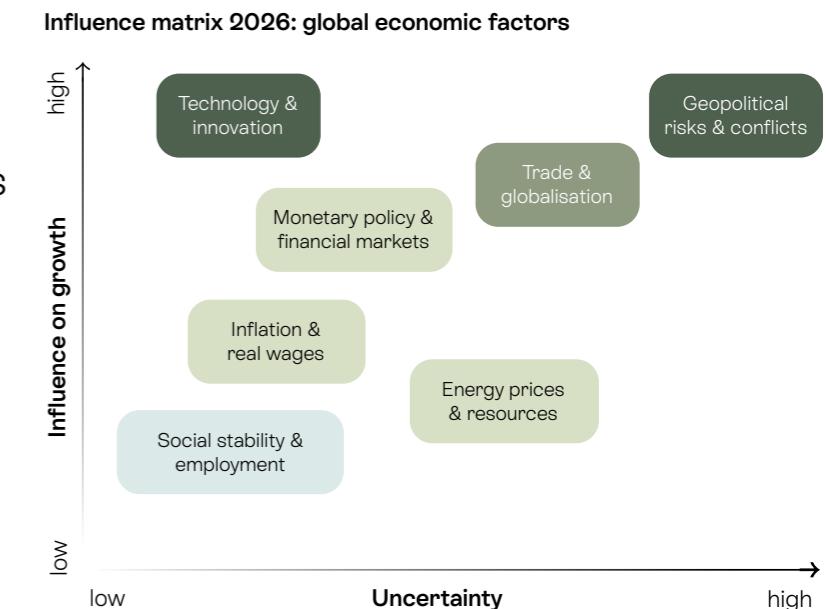
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Context



Finding our feet in times of global uncertainty

Given the current global context, the economy is subject to numerous mutually reinforcing influences, which leads to increasing complexity.



Source: Cross-section from OECD, IMF, BMWK, as of November 2025

Technology & innovation

Advances in AI, automation and digitisation are increasing productivity enormously. This requires investment in research and development. However, uncertainties inhibit companies' willingness to invest.

Geopolitical risks & conflicts

Wars, political instability and international tensions increase uncertainty and have an impact on energy prices, the investment climate and global supply chains.

Trade & globalisation

Trade agreements, along with barriers such as the new US tariffs, influence global demand and have a direct impact on GDP. Disruptions to supply chain stability remain a risk.

Monetary policy & financial markets

The stability of the financial markets remains key to economic resilience. Central banks' interest rate policy significantly influences investments, capital flows and ultimately consumption. The normalisation of monetary policy is currently having a stabilising effect. In addition, there are politically motivated fiscal policy stimuli through government investment and tax relief.

Inflation & real wages

The development of wages and prices influences purchasing power and thus the domestic economy of many nations. Inflation has weakened globally, which favours real-wage growth and thus private consumption.

Energy prices & resources

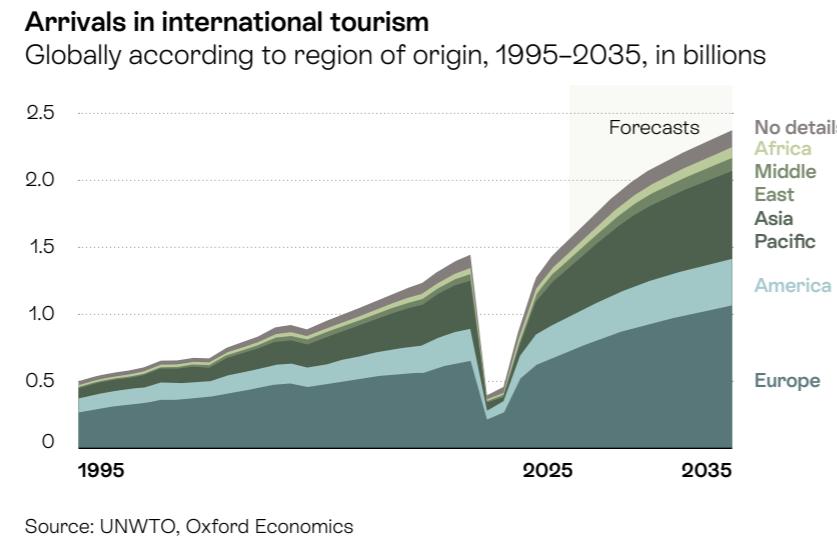
While the transition to renewable energies creates opportunities, fluctuating oil and gas prices have a negative impact on production costs (energy) and consumer behaviour (mobility).

Social stability & employment

The unemployment rate, social security and education systems influence economic performance in the long term. In turn, political stability promotes investment and trust. There are major regional differences here.

Continued desire for travelling

2024 was a record year of travel across the globe, and people's fondness for travelling remains high. European and American travellers are expected to travel roughly 40% more in the next decade. Guests from the Asia Pacific region will even increase their travel activity by around 80%; this is of an impressively dynamic nature.

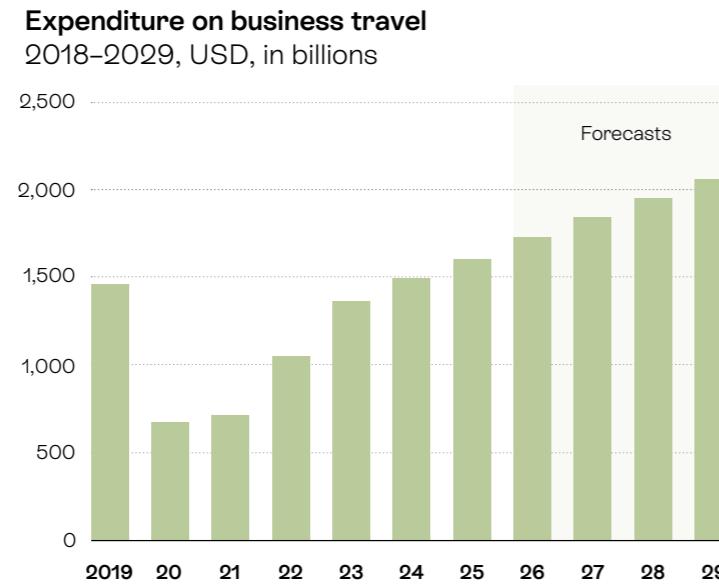


The domestic market is weakening slightly – international guests are the driving force

Despite the stable, high market volume of the Swiss domestic market, the statistics highlight the growing popularity of foreign travel among the Swiss. In contrast, the impressive dynamism of foreign guests emphasises the export character of Switzerland as a tourist destination. The recipe for success remains a targeted market mix, not based on historical overnight stay figures, but on a strategically orientated target market concept.

Business events drive growth

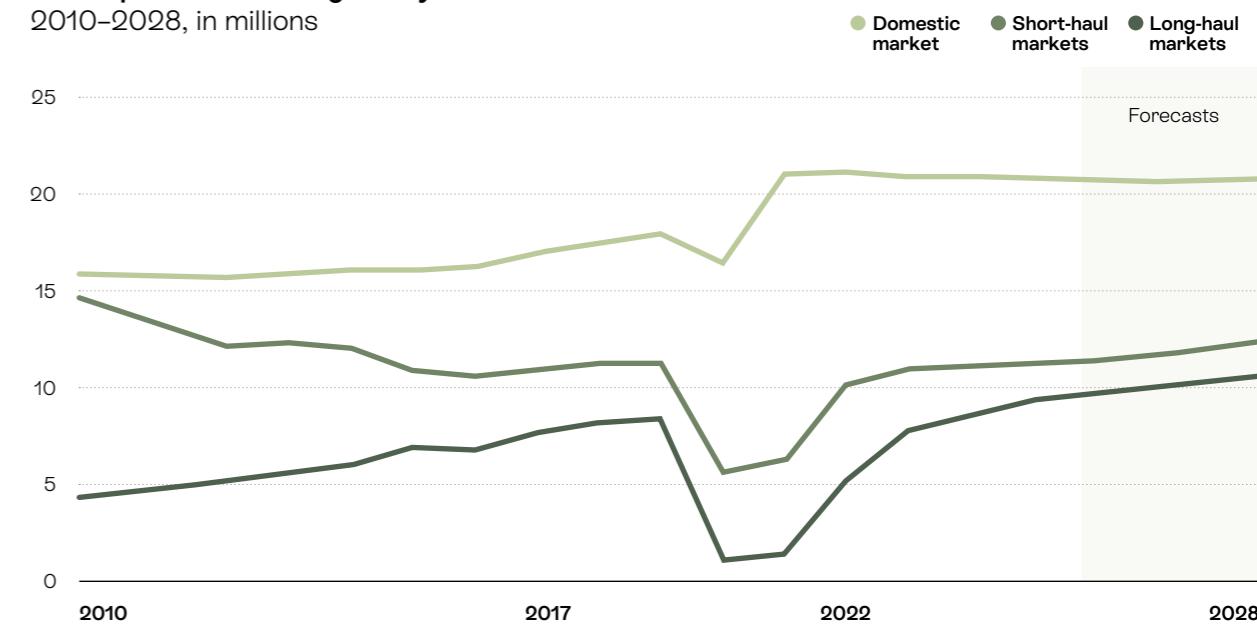
The Business Travel Index Outlook 2025 forecasts an annual growth rate of 6.1% in global business travel spending for the period 2026 to 2029. Of these, 44% travelled to take part in organised business trips – business events such as meetings, incentives, conferences, industry events and training courses. With the “bleisure travel” trend, business events generate additional overnight stays for leisure purposes.



Source: Global Business Travel Association (GBTA)

Development of overnight stays

2010–2028, in millions

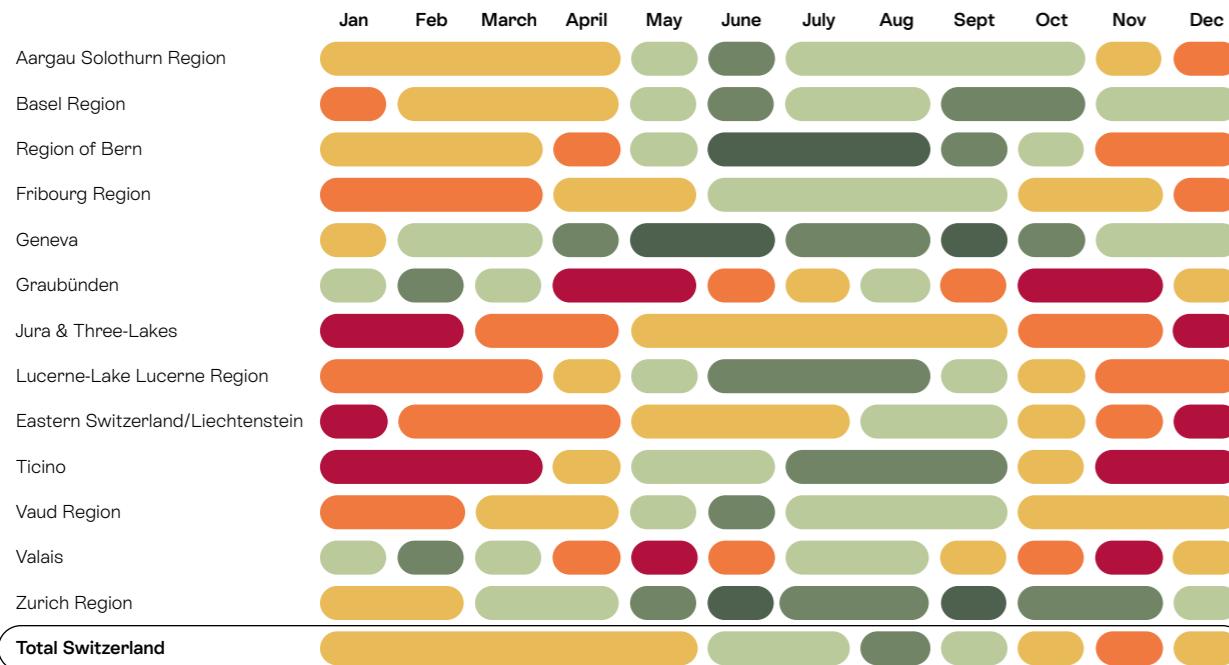


Source: ST estimate based on the KOF Swiss Economic Institute at ETH Zurich and Oxford Economics, May 2025

On average, every other hotel room is empty

Effective tourist marketing requires precise and meaningful metrics. Simply considering overnight stays on their own is not sufficient. The decisive factor is the actual occupancy rate of the hotels. In 2024, the average gross occupancy rate of Swiss hotels was just 49% (365-day view).

Tourism regions: monthly hotel occupancy rate for 2024, based on overnight stays (365-day view)



Establishing hotel occupancy rate as an important key indicator

Occupancy serves as a key indicator to accentuate the temporal and geographical diversification of tourism. Occupancy rates show that there is still plenty of room in Switzerland's tourism sector, especially outside the high season.

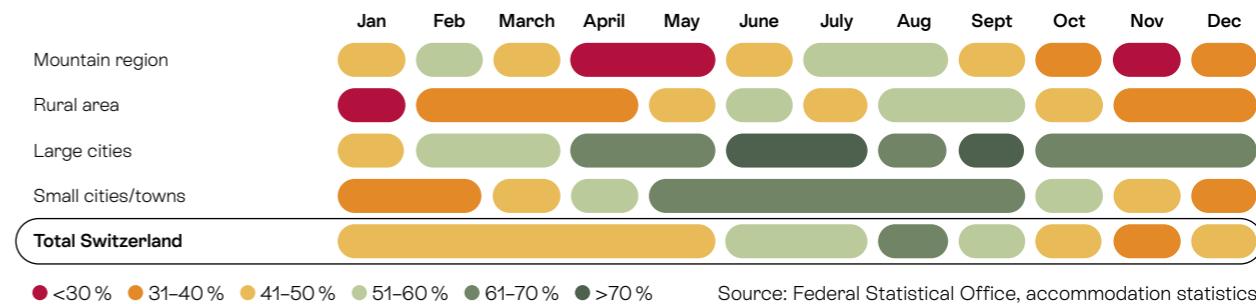
- + Significant seasonal differences: the occupancy rate is above 50% in only four months (June–September), while it falls below this level in the remaining eight months (October–May), down to 37% in November.
- + Marked regional differences: the 13 tourism regions vary between 37% and 63% over the course of the year.
- + Clear differences between the individual months and regions: occupancy ranges from just 13% in November and 14% in January to peaks of 76% in August and 79% in June. Urban centres record significantly higher occupancy than peripheral or alpine regions, partly due to differing business opening times.

Steer and promote demand in a targeted way

- + Occupancy serves as a strategic working tool for ST and the industry. This key metric provides guidance on where demand should be promoted and where it should be steered.
- + The aim is to focus marketing activities on the eight months with low occupancy and to manage them in a targeted manner during the four peak months.

- + Guests from different markets of origin travel to different places at different times. This knowledge creates the basis for precise segmentation and offer customisation. The different travel times of the markets thus become a strategic lever for the targeted promotion and steering of demand.

Tourism zones: monthly hotel occupancy rate for 2024, based on overnight stays (365-day view)



Importance for the industry: modify service and opening times. Message: Switzerland is always open!

- + The often-quoted chicken-and-egg question ("Do visitors come when the restaurant is open?" or "Is it open when the visitors come?") is not helpful. Tourism providers need to take the first step – there is no alternative.
- + Opening periods can and should be gradually extended, for example by an annual extension of one or two weeks. The result is a gradual shift towards an attractive tourist offer throughout the year.

- + For a destination to be consistently lively, it needs a minimum level of services and variety. The greater the number of relevant experiences and services available, the more convincing the reason for travelling, the longer the duration of stay and the greater the value creation. A holistic offer of accommodation, mobility, attractions, shopping and gastronomy is therefore key. Ideally, coordination is the responsibility of the local destination management organisation (DMO), which plays a key role.

TMS & BEM: data and insights for intelligent strategies

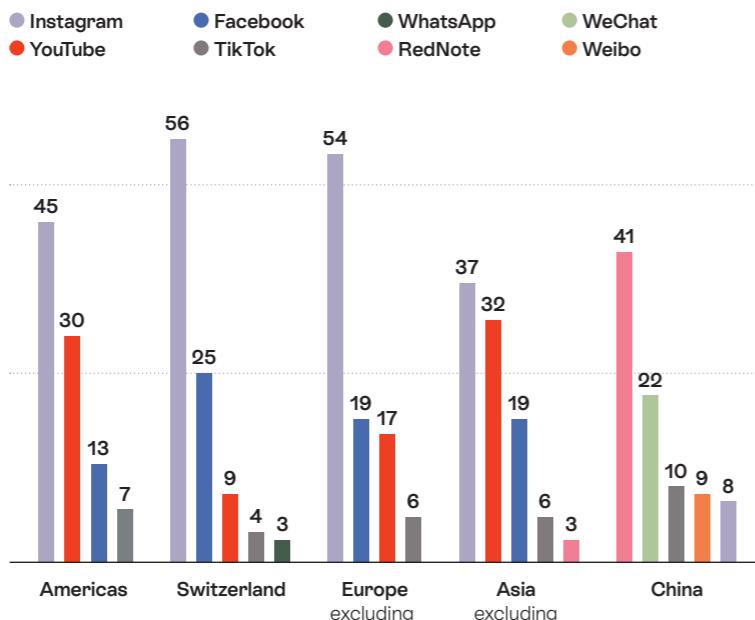
Tourism Monitor Switzerland (TMS) 2023

The TMS 2023 database with 22,500 overnight guests provides answers on marketing topics such as booking behaviour, destination image, needs and sources of information. The online tool for evaluation is available to ST members.

The TMS evaluation of 6,535 openly named platforms shows that visitors' decision in favour of a Swiss destination is primarily influenced by Instagram (market share 49.9%), Facebook (20.4%) and YouTube (17.1%). The further away the market of origin is, the greater the interest in moving images – and thus the greater the importance of YouTube.

Social media platforms and travel decisions

Market shares for Swiss stays by visitor origin in per cent



Source: TMS 2023, 6,535 platforms listed

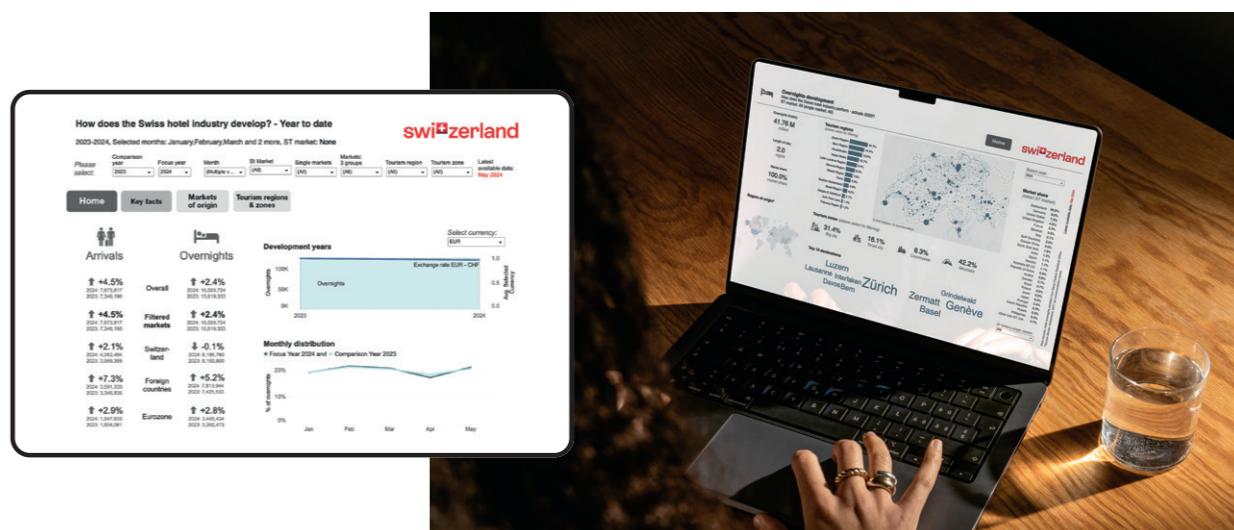
Learn more about
the TMS →



Brand Equity Monitor (BEM) 2023

The BEM measures the strength of the Switzerland brand in eight markets from the perspective of existing and potential guests. As a nature-focused holiday destination in Europe, Switzerland enjoys a top-of-mind position with travellers and is known for its unique nature and its active and varied holiday experiences.

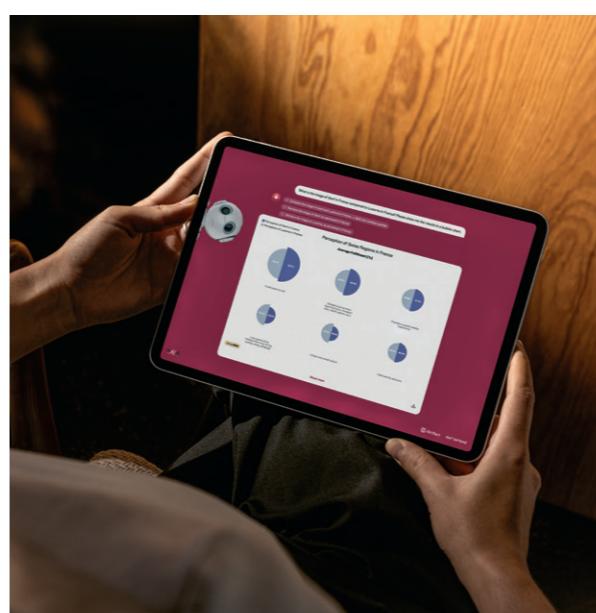
Learn more about
the BEM →



MIS: analyses and visualisations on the dashboard

The management information system (MIS) offers a variety of dashboards that seamlessly link different data sources to each other. In this way, information can be analysed precisely and clearly visualised, which supports strategic planning and sound decision-making.

Access to MIS for
ST members →



hAldi: AI assistant for data analyses

With the AI-based tool hAldi, data becomes a contact person: instead of rigid dashboards, users receive immediate answers to individual questions, intuitive visualisations and comprehensible insights. This enables maximum flexibility, time savings and well-founded decisions – without the need for training or complex tools. In 2026, ST will work with selected tourism partners to develop the next stage of evaluation in order to make hAldi's benefits available and further advance data-based innovations in Swiss tourism.

Strategy 2026–28



Vision

Swiss tourism is prospering nationwide. Switzerland as a tourism destination is a global “trust brand” and a pioneer in sustainable tourism.



Mission

Switzerland Tourism (ST) piques guests' desire for sustainable travel in Switzerland and offers high-impact platforms for its partners.



Goals

Inspire new visitors

ST takes over the elaborate and expensive task of appealing to new visitors.

Measurement

- + Number of new visitors
- + Top marketing contacts
- + Top media contacts

Encourage collaborations

ST puts its partners in the spotlight with the help of attractive marketing and market platforms.

Measurement

- + Satisfaction surveys
- + Partner investments

Strengthen sustainability

ST is committed to sustainable tourism to encourage guests to travel more consciously, more enjoyably and for longer.

Measurement

- + Duration of stay
- + Seasonal and geographic distribution
- + Added value
- + Participants in the Swisstainable programme (total and per level, including changes)

Set standards

ST is constantly reviewing the use of state-of-the-art possibilities in terms of tourism marketing.

Measurement

- + Awards
- + Competitive analysis
- + Launch of innovations

Travel Better – the strategy for promoting and steering

The responsibilities of tourist marketing have increased in view of the contextual changes. Promoting demand alone is no longer enough to guarantee the quality of tourism in Switzerland. Additional control elements are required that steer demand in a targeted manner.

The Travel Better strategy therefore aims to achieve the ideal balance between promoting and steering. With targeted promotion and intelligent steering, **the right guests are guided to the right place at the right time**. The result is a flourishing tourism industry in harmony with nature and the local population.

How to Travel Better



Year-round tourism

Diversification over time in order to achieve a more consistent occupancy throughout the year.



Flows of visitors

Geographical diversification of flows of visitors within Switzerland in order to reduce capacity shortages.



Duration of stay

Arguments, campaigns and offers to increase the duration of stay.



Tourism acceptance

Ensuring a harmonious co-existence between the population and tourism.



Swisstainable

Mobilising the industry to provide guests with guidance for sustainable travel in Switzerland.

Travel Better requires targeted tourism marketing

The main focus of **steering demand** is:

- + the long-haul markets
- + the summer season
- + busy, popular destinations.

The main focus of **promoting demand** is:

- + the short-haul markets
- + the spring and autumn seasons
- + less-known destinations.

A dual focus on **steering and promoting demand** primarily concerns:

- + the Swiss domestic market
- + the winter season.

The right guests...



... at the right time ...



... to the right place.

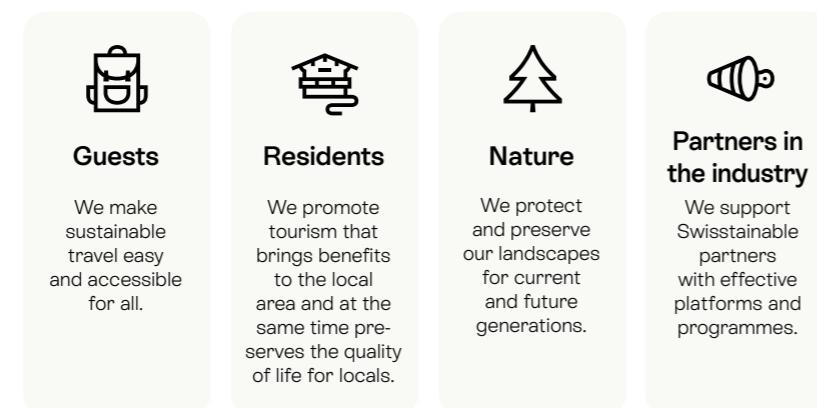


↑ Illustrative representation of the Travel Better strategy based on levers of target markets, seasons and destinations

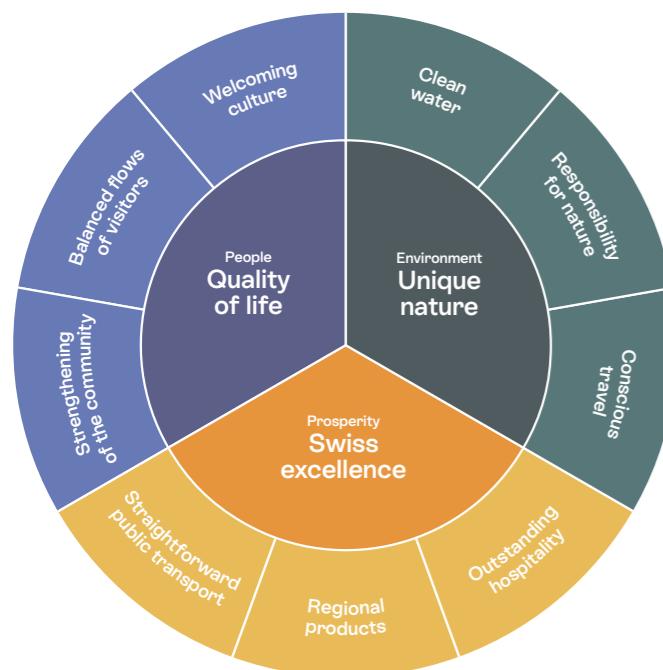
Tourism in harmony with people and nature

Together with the industry, ST is committed to ensuring that tourism in Switzerland remains healthy, resilient and attractive.

The goal: tourism that enriches guests, the population, nature and the industry in the long term.



A comprehensive approach to sustainability



The updated Sustainability Strategy 2030 is the compass for sustainable action – and an invitation to the industry to work together to preserve what makes Switzerland unique. At its heart is a strategic framework with three levels:

- 3 strategic pillars** strike a balance between the social, environmental and economic dimensions of sustainability.
- 9 focus areas** set thematic priorities for all guest-orientated activities.
- 3 instruments** support the practical implementation of the focus areas.

Find out more about the Sustainability Strategy 2030 →



Instruments with an impact

Marketing activities

With inspiring campaigns, ST arouses interest in sustainable travel in Switzerland. All guest-orientated activities are based on the nine focus areas of the Sustainability Strategy 2030.

Swisstainable partner programmes

Sustainable commitment deserves visibility: Swisstainable partners and destinations are given priority in ST's marketing activities wherever possible – the higher the programme level achieved, the higher the priority.

Find out more about the Swisstainable programme →



Impact coalitions

ST initiates iconic and pioneering collaborations with a wide range of stakeholders. These set new standards in sustainable tourism – and testify to the pioneering spirit of Swiss tourism. ↓

Raising guest awareness

Multi-year initiative in collaboration with the Regional Tourism Alliance (RTA) to promote respectful interaction between guests and the local population.



Switzerland Tourism itself is Swisstainable Level III – leading

Sustainability is not only communicated, but also brought to life. ST has been TourCert-certified since 2023 – and continuously embeds sustainability within its daily activities.



35 locations in 21 markets – access to 176 metropolitan areas worldwide



From 35 locations around the world, ST and the industry jointly represent Switzerland as a travel destination in a total of 176 metropolitan areas.



Market groups

- Americas
- Europe West
- Central Europe & Middle East (CEME)
- Asia Pacific (APAC)

Locations

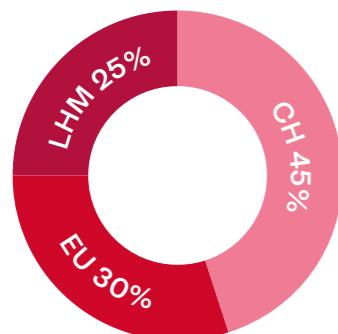


A diverse market portfolio supports the resilience of the industry

While the Swiss market offers stability, Europe no longer shows the same strength. The long-haul markets drive growth, but are susceptible to fluctuations.

This changes the market mix between Switzerland (CH), Europe (EU) and the long-haul markets (LHM). In order to do justice to these developments, ST has aligned its market strategy with the expected market mix of the coming years.

Expected market mix of the coming years



Shoring up Switzerland



The domestic market has proven to be extremely resilient. Swiss people travel around their home country in all possible ways: day excursions, weekends and holidays – both for business and for leisure.

→ Strategy

ST strengthens people's love of their home country and offers a stage particularly for destinations with little international appeal.

Promoting Europe



International tourism to Switzerland has its roots in Europe. Switzerland is a popular destination for short stays, business events and secondary holidays, but is in fierce competition with global destinations.

→ Strategy

ST wins new target groups, especially younger and sustainable travellers, and promotes year-round tourism.

Steering long-haul markets



The long-haul markets are growth drivers. Switzerland is a popular nature paradise – more and more long-haul visitors are choosing our country for individual trips. Switzerland is also a dream pick for incentive trips and destination weddings.

→ Strategy

ST guides the flow of tourists, promotes public transport and encourages longer stays.

A strong brand as a foundation for Switzerland as a travel destination

The modern, digital brand universe stands for Switzerland's long-standing tourism promise: nature, hospitality, reliability. The brand pursues a consistent one-brand strategy. A diverse brand ecosystem is built on this, enabling Switzerland's tourism sector to operate optimally in terms of location, physical and digital formats. This will open up new opportunities for ST to showcase the destination brand on the international stage.



One name, one brand.
Clearly for tourists.
Clearly Switzerland.

swi⁺zerland

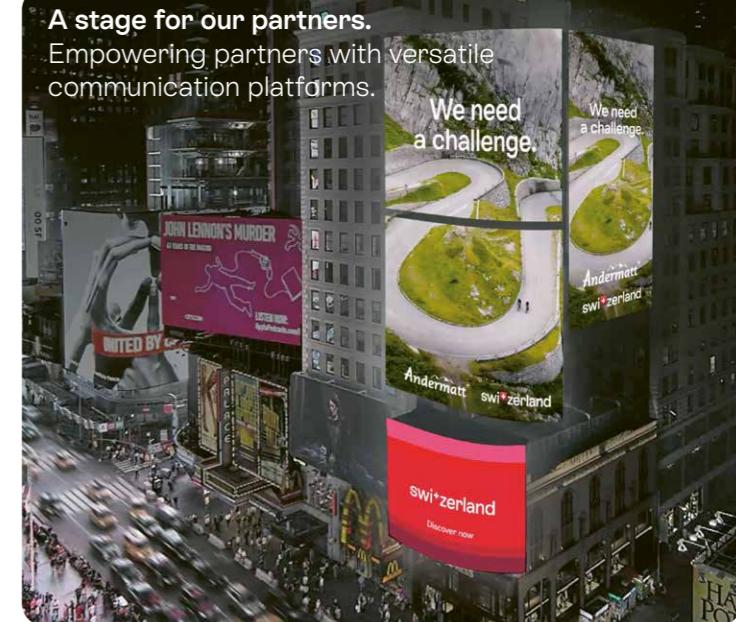
A destination to remember.
A brand to take home.



A canvas for our stories.
Expressive and consistent across all touchpoints.



A stage for our partners.
Empowering partners with versatile communication platforms.



A guide for our guests.
A trailblazer through Switzerland.

Boutique & Design

Hotels and Lodgings

swi⁺zerland

Energised by our nature.
Five distinct colours inspired by the alpenglow.



One name, one brand: guests at the centre of the brand architecture

Destination brand

swi^zerland

The brand architecture ensures a clear definition of roles, responsibilities and limitations. It guides guests while also offering a clear classification for the entire industry.

Add-ons

Complement the destination brand with a specific perspective.

travel swi^zerland visit swi^zerland
meet swi^zerland

Associates

Featuring partners and members.

swi^zerland
Partner swi^zerland
Member

Labels

Characterise experiences.



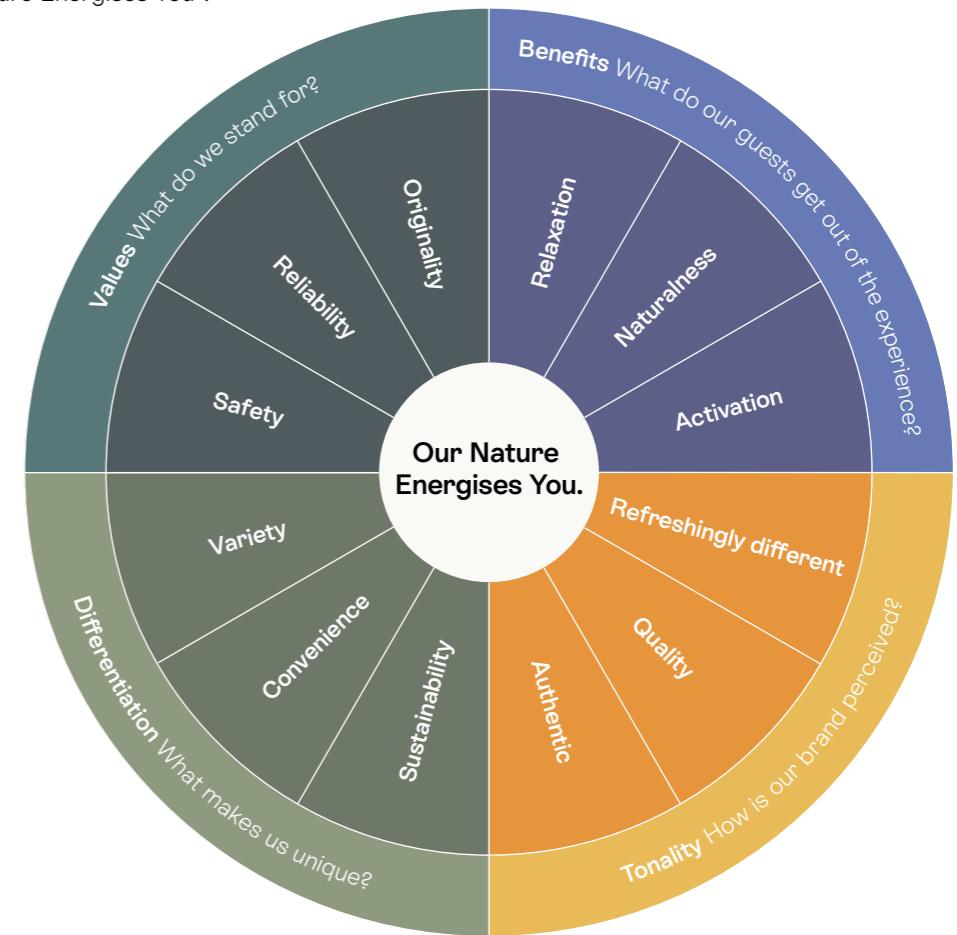
Travel motives

Market specific products.



Brand Switzerland clearly positioned

The brand Switzerland encompasses various dimensions as shown in the brand wheel. All dimensions are aimed at spreading a consistent brand message and conveying the brand core of "Our Nature Energises You".



Knowing and making use of guests' needs and expectations

Leisure tourism ↓			Business tourism ↓		
Local Explorer Kris 	Highlight Traveller Max 	Growth Strategist Alex 			
Down Pacer Lou 	Active Adventurer Jo 	Networking Ace Bobby 			
Bonding Educator Pat 	Pleasure Seeker Quinn 	Win-Win Creator Charlie 			

The personas frameworks are available for download.

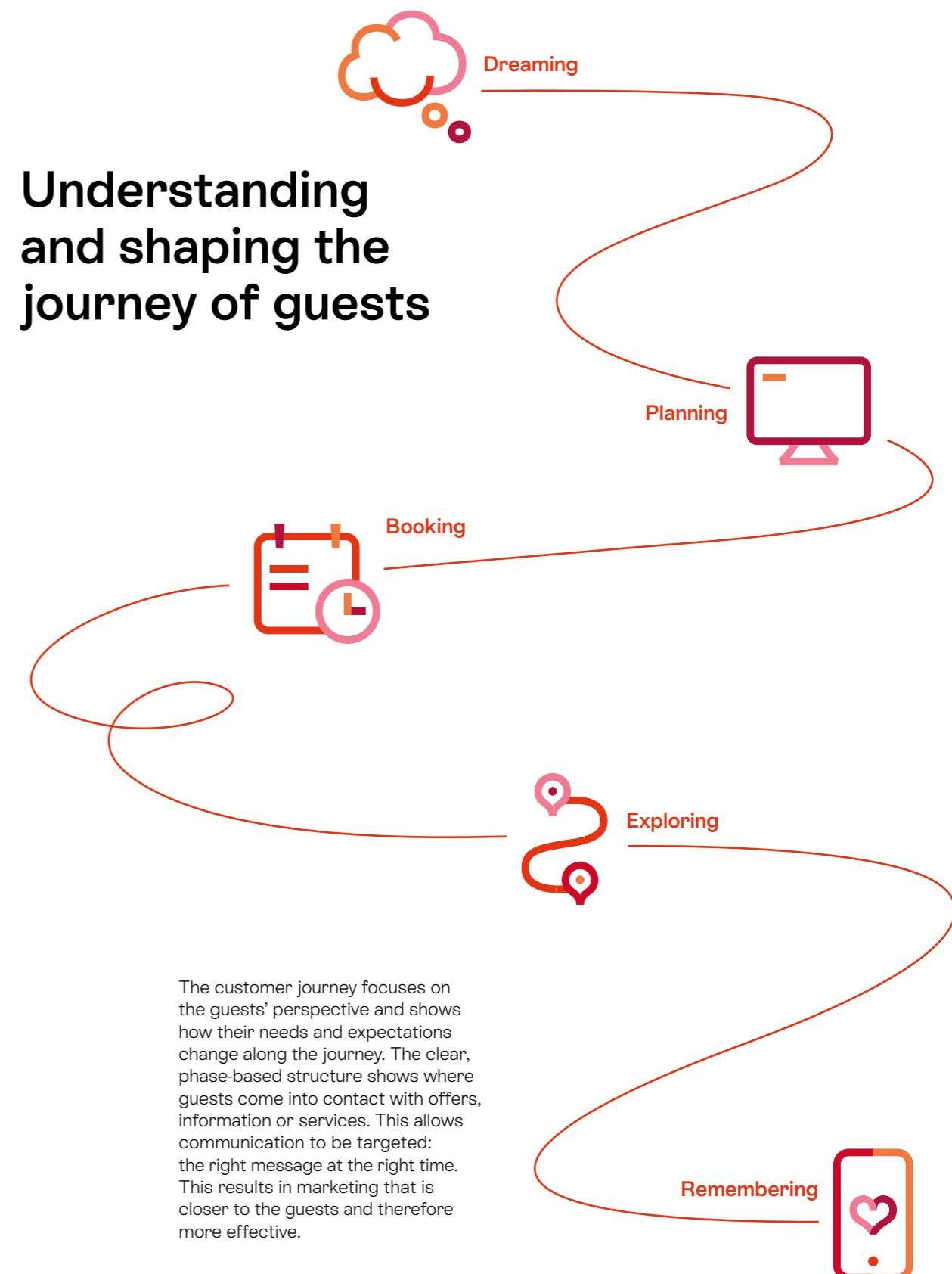
 ← Personas for ST members

 ← Personas for hotel cooperations

Personas enable messages, offers, etc. to be better adapted to the needs and expectations of leisure travellers. This increases the effectiveness of tourist marketing.

In addition to the personas for leisure tourism, ST has also developed personas for organised business tourism in order to facilitate access to event organisers and strengthen Switzerland's position as a top destination for organised business events.

Understanding and shaping the journey of guests



Marketing activities, platforms and experiences from a single source

ST uses three main tools: marketing activities, platforms and experiences. They are tailored to new visitors, partners and Travel Better, supported by a diverse market portfolio and a strong brand.



The use of these tools contributes directly to the strategic goals and strengthens ST's vision. The tools influence each other, as illustrated by the ST strategy wheel.



Platforms and experiences form the basis for effective marketing activities.

Marketing activities increase the reach and use of platforms and experiences.

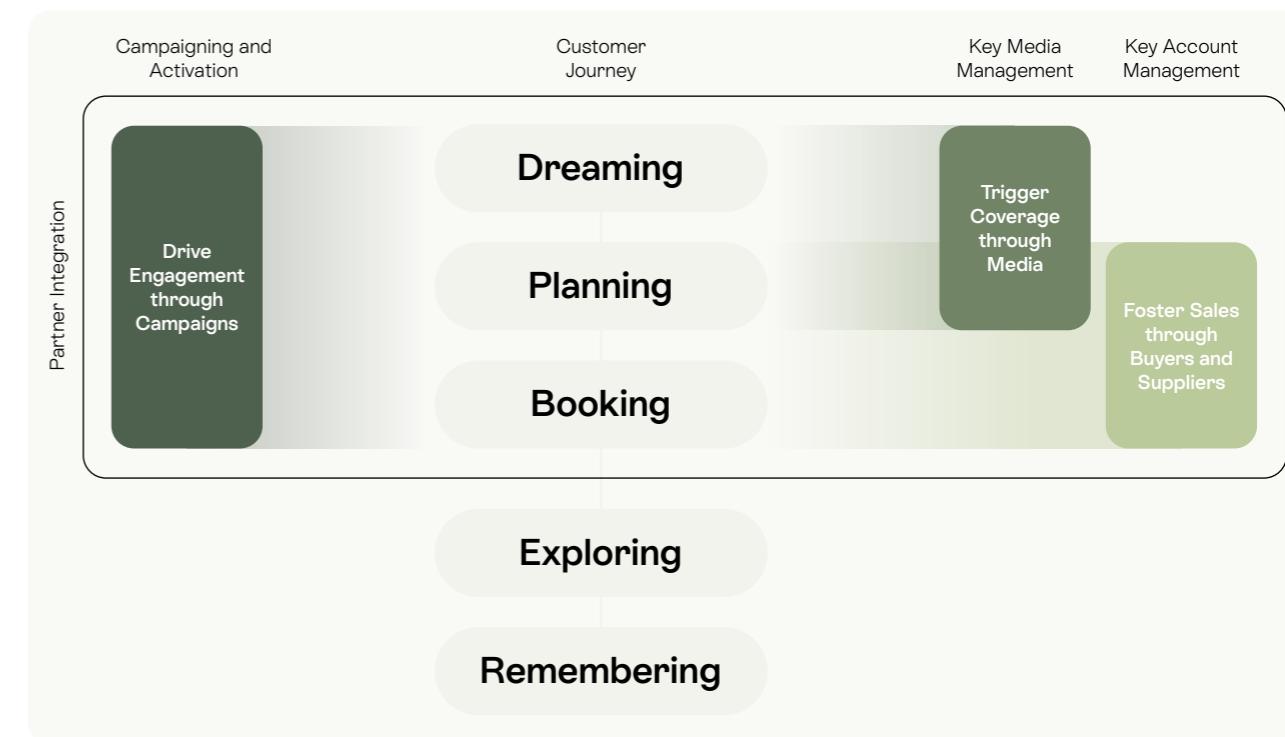
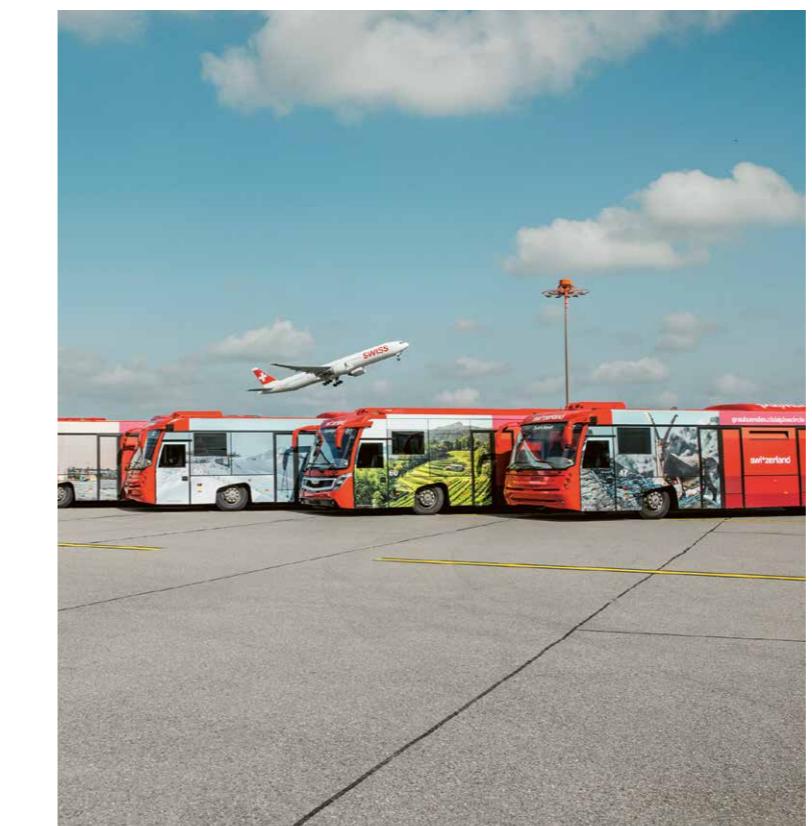
Marketing activities are aligned with each other and work together

Campaigning and activation
Centrally produced, wide-reaching campaigns strengthen the “trust brand” of Switzerland. Campaigns implemented in the market explore market- and partner-specific topics. Digital channels and platforms play a key role in increasing campaign visibility among target groups.

Key media management (KMM)
KMM is one of ST’s most efficient communication tools. Media work in 21 markets positions Switzerland as a trust brand and pioneer in sustainable tourism. ST uses media work to generate a high level of credibility.

Key account management (KAM)
ST partners globally with travel agencies such as tour operators and OTAs (online travel agencies) to integrate Travel Better topics such as increased duration of stay and Swisstainable into bookable trips. In the area of organised business tourism, ST continuously evaluates new initiators and cultivates customer relationships. The role of ST as a central point of contact provides key competitive advantages.

Partner integration
ST integrates 1,200 tourism partners, including regions, destinations, railways, hotels, supplementary accommodation, catering businesses and leisure providers, into its marketing activities and campaigns. Business partners are also involved. These cooperations increase the media attention and reach as well as the interactions on ST’s digital platforms and channels.



🌐 More reach through digital channels

An ST social media post is published every **25 minutes**.

The ST community interacts with content on one of the 15 social media platforms every **10 seconds**.

3.0bn
impressions

Total of organic and paid content across all platforms

494m
video views

Total of organic and paid content across all platforms

6.7m
followers

Total of all organic followers on all platforms

3.4m
interactions

Total of all organic content on all platforms

79%

engagement rate
switzerland.com

561,962

newsletter
subscribers

57.69m

sessions
switzerland.com

Time period:
1 November 2024 to
31 October 2025

More impact through targeted content

The 3H model (hero, hub, hygiene) provides guidance for content planning. It ensures that potential travellers are provided with relevant content at the right moment – from eye-catching highlights to specific information on travel planning.

Hero content

Attention-grabbing content for special occasions or campaigns to increase brand awareness.

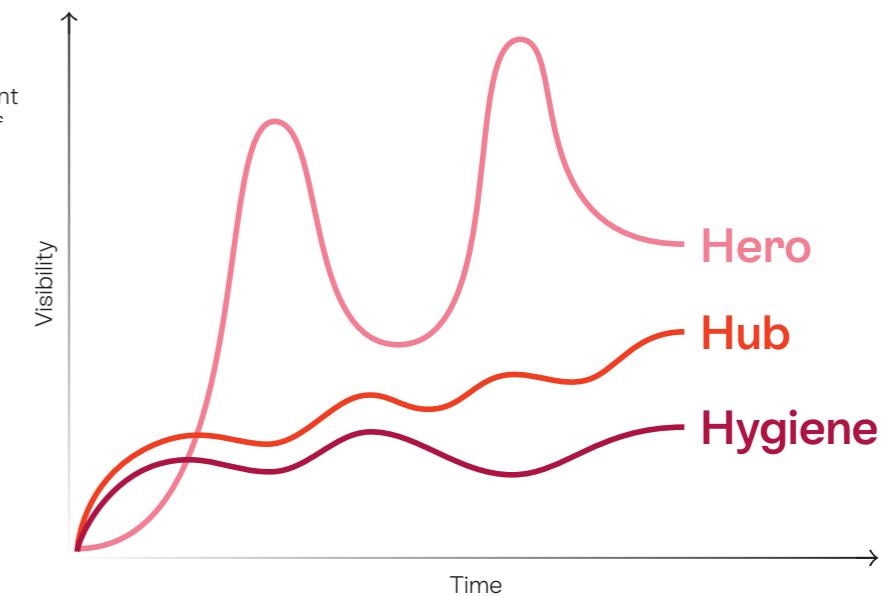
Hub content

Regular content that creates deeper connections with the target group and engages with their interests.

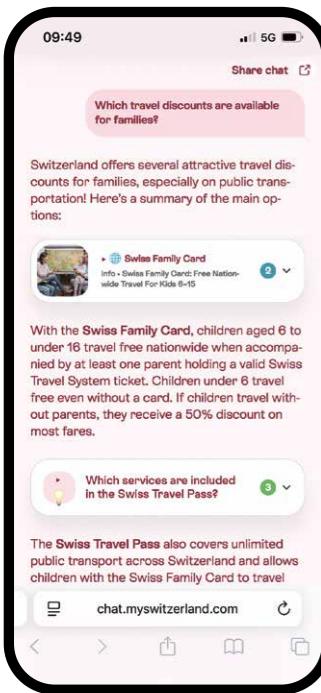
Hygiene content

Search engine-optimised content that answers basic questions of the target group and generates traffic continually.

3H model for a balanced and effective content strategy
Illustrative presentation



● New opportunities for guest interaction through digital platforms



Test AI assistants on switzerland.com →



Switzerland.com is Switzerland's digital business card; it introduces guests around the world to the country's beauty and diversity. In recent years, the platform has continually introduced innovative products to meet the changing needs of its users.

With Switzerland 3.0, ST will reach another milestone in the digital transformation. This programme lays the groundwork for staying agile and successful in the dynamic digital world. The main components of the further development strategy are:

- + Flexible content management: the new content management system makes it possible to distribute personalised content across different channels and target groups. This cross-channel approach expands the current web-centricity and creates new opportunities for interaction.

- + Personalised guest communication: ST uses zero-party and first-party data in a targeted manner to better understand travellers' desires and needs. These findings are intended to develop digital services that transform travel dreams into tailor-made travel plans. This turns every journey into a unique and inspiring discovery of Switzerland.

- + AI-assisted travel companion: the integration of artificial intelligence into existing platforms will be key in the coming years to enhance guests' experience. With AI-based planning tools, ST offers tailor-made travel guidance that intelligently integrates real-time information such as the SBB timetable and event details. This will enable seamless and efficient travel planning in the future.

- + Immersive experiences: in order to align with the trend towards immersive experiences, ST would like in future to complement its traditional content formats by offering guests 3-D content via virtual reality (VR) on various channels. This type of content allows guests to discover Switzerland in a completely new way.



Touring strengthens the guest experience

The Grand Tour of Switzerland and the Grand Train Tour of Switzerland inspire guests to discover more of Switzerland. Both products promote longer stays all year round as well as immersion in nature and culture away from the tourist centres. The Grand Train Tour of Switzerland is celebrating its tenth anniversary in 2026. In addition to various additional activities, both touring products are the focus of new YouTube series.



Events create platforms for interaction and networking

ST connects and inspires people by creating first-class event experiences and promoting the networking of its partners and the entire industry, both in Switzerland and abroad. With a live communication portfolio of more than 30 different event formats and the implementation of over 80 events per year, ST marketing campaigns are optimally supported.



● Partners are included in marketing activities and experiences and positioned effectively on platforms

A partnership model with two types of partners

Tourism partners

In the marketing activities of the 21 markets as well as in the various campaigns, ST integrates around 1,200 tourism partners, consisting of regions, destinations, railways, hotels, congress and seminar providers, supplementary accommodation as well as leisure providers. This effective and combined use of funds is a major strength of Switzerland as a tourism destination.

Corporate partners

ST integrates corporate partners into global tourist marketing, thus securing substantial financial resources and at the same time increasing the reach of the activities undertaken. ST offers its partners attractive marketing platforms, focusing on personalised offerings and optimal alignment of brands, target groups and topics.

4. Partnerships

Customised packages for systematic marketing

Regions and destinations

Corporate partners

Markets

Accommodation and gastronomy

SCIB

Around 1,200 tourism partners and corporate partners play an active part in campaigns and benefit from an enhanced presence and reach through strategic collaborations.

3. Individual activities

Attractive appearances in the markets that can be individually selected and purchased

The tourism industry participates in tailor-made marketing activities such as sales platforms, digital and print media as well as cross-regional product development initiatives.

2. Membership

Basic services and market research information

A membership offers networking opportunities and exclusive benefits, such as access to industry events and market research data.

1. Basic role

Promotion of tourism demand with basic marketing

ST promotes tourism demand for Switzerland as a travel destination both nationally and internationally and supports the tourism industry with advice and overarching marketing activities.

Marketing activities 2026



Campaigns that generate interest in Switzerland

Switzerland Tourism (ST) uses systematic analyses of hotel occupancy rates by region, relevant travel periods, market preferences and booking lead times to ensure that campaigns are launched at the right time in the right source markets.

Autumn campaign

Swiss autumn is promoted to guests and established as a travel season in its own right. The campaign inspires new guests, strengthens year-round tourism and positions autumn in Switzerland as the most sensual season of the year.





Hotels & lodgings recommended by Switzerland

The campaign aims to increase the awareness of accommodation partnerships under the label “Hotels & lodgings recommended by Switzerland”. The humorous approach is used to show that Switzerland has the right accommodation for every need.

Raising guest awareness

ST is launching a multi-year initiative to promote a culture of respectful and mindful interaction between guests and the local population in Switzerland. ST, the Regional Tourism Alliance (RTA) and the most important stakeholders in the tourism industry are jointly developing and bearing responsibility for this initiative.

Fly another day. Extend your business trip.

“Fly another day. Extend your business trip” inspires business travellers to extend their time in Switzerland with a leisure or holiday stay in the spirit of “bleisure travel”.



YouTube as a stage for creative storytelling

India

Ticket to Switzerland

Following the success of the first season in 2025, ST India is launching the sequel to the YouTube series “Ticket to Switzerland” with nine episodes. Four teams explore Switzerland with the Swiss Travel Pass. In focus: sustainable travelling, longer stays, authentic encounters and hidden gems. The challenges inspire an audience of millions in the world’s largest YouTube market – not only on YouTube itself (11 million), but also on JioHotstar, India’s largest streaming platform (40 million).



YouTube series

Thematic series such as the Grand Train Tour strengthen hub content and supplement it with high-quality storytelling that is both emotive and informative. This approach promotes interaction with the brand and deepens guests’ long-term brand connection.

Two examples from the markets:

Asia Pacific Going Swiss

The pan-Asian YouTube series deals with tourism acceptance. “Going Swiss” connects Asian influencers with Swiss content creators and is all about building bridges between cultures. Media interest both in Switzerland and in the markets involved is guaranteed.

Creator-in-residence programme

ST is building a year-round creator-in-residence programme to develop authentic, engaging hub content. The aim is to intensify contact with the ST community and deepen audience loyalty in the long term.

Cooperations as the key to success

Regions and destinations

Regions and destinations participate in international campaigns revolving around the four thematic elements of cities, summer, autumn and winter. These campaigns have a digital focus, are produced centrally and broadcast globally. Close cooperation with the markets is ensured. These regional and destination partners select content, channels and markets of interest to them.

Accommodation and gastronomy

ST also offers accommodation and gastronomy businesses the opportunity to participate in campaigns and thereby strengthen their positioning. Here, too, the centralised production of content with global, primarily digital distribution ensures maximum reach.



Markets involved

In 2026, partners both in Europe and overseas will be actively involved in campaigns – here are two examples:

Germany

City. Countryside. Undiscovered.

German content creators playfully discover the spring or autumn gems in selected Swiss destinations in 2026. They experience surprising highlights in the mountains, in cities and on the water – always accompanied by their camera and travelling by public transport. They share their impressions on social media. In 2027, there will be a major distribution campaign with seasonal content. *Image on the left*

Italy

Winter Olympics Milano Cortina 2026

ST will be represented in the House of Switzerland as part of the Milano Cortina 2026 Winter Olympics. Two locations are planned: in the Nations Village in Cortina and in the unique ambience of the Centro Svizzero near Milan's famous fashion district. Together with numerous Swiss partners, ST will have a strong presence to inspire potential guests and encourage them to holiday in Switzerland. *Image below*



Media work with global impact



The Key Media Management (KMM) team comprises a total of 45 media managers at the head office and in 21 markets.

For 2026, ST will focus on the following key areas within KMM:

- + Networking: focus more strongly on building and maintaining relationships.
- + Newsroom: deepen cross-location collaboration for even more effective topic planning.
- + Artificial intelligence: curate seasonal and partner news using AI as a basis for media work.

Media professionals and content creators will be invited and accompanied on media trips by ST. ST will also organise media events in the form of conferences, lunches, talks, social events, roadshows and launches in Switzerland and in the markets. They serve to foster relationships, provide information and offer the partners a platform.

Some planned marketing activities for 2026:

Switzerland's hidden gems

Content creator projects in numerous markets also attract international media attention. In Spain, for example, with the science influencers Los Javis, who are known on social media throughout the Spanish-speaking world. Their series focuses on Switzerland's "hidden gems". A presentation is planned in Madrid for renowned Spanish media representatives.

New seasons for North America

ST New York is inviting the award-winning elite of the American travel press (such as National Geographic or Condé Nast) to Ticino to show its travel-loving and affluent readership what spring is all about.



A focus on the new luxury market with an effective media impact

ST Brazil has long cultivated close contacts with a clientele within the local upper class who are interested in Switzerland, winning them over with original activities in the luxury segment. In 2026, the renowned magazine "Forbes" (Brazil edition) will be invited to Switzerland. The São Paulo office is also planning exclusive trips for high-calibre content creators – including a luxury trip to Switzerland in winter.

Unique media selling points for Swiss partners

ST's global media work is not limited to the key media. ST France is organising a tour through various regions of France on behalf of the Swiss partners in 2026, offering exciting Swiss stories for journalists outside the capital.

Key account management opens up global sales channels

Leisure tourism

ST cooperates closely with leisure tour operators worldwide. The focus is on all five of the Travel Better fields of action. In addition, luxury travel has been a strategic focus of global key account management (KAM) since 2025.



Luxury travel market

Luxury travellers spend more than average, stay longer and discover different regions. The segment promotes higher value creation, sustainable guest distribution and counteracts temporary bottlenecks – in line with the Travel Better areas of action. ST is positioning Switzerland as a quiet luxury destination. The focus is on higher-income guests, particularly from overseas and from European markets with an affinity for luxury. ST is stepping up its cooperation with luxury travel agents worldwide with targeted activities within Switzerland and abroad.

Rhine and Rösti

On a five-day river cruise from Basel to Amsterdam, 35 Swiss partners will meet 350 representatives of the media and travel industry from Germany, France and the Benelux states.

Marketing partnerships

In cooperation with tour operators, ST actively targets product development. The quality of worldwide travel offers is thus strengthened – in line with Travel Better.

Switzerland Travel Mart

ST invites international travel professionals on educational trips and to industry events every year, bringing Switzerland to life and helping to forge new collaborations. In addition to the large Switzerland Travel Mart (STM), ST also organises the STM Winter, Spring and Autumn Editions – and now also the STM Luxury Editions.

B2B trade fairs

ST coordinates the Swiss presence at trade fairs worldwide such as the ITB (International Tourism Exchange), the WTM (World Travel Market) and the four ILTMs (International Luxury Travel Market). The aim: to facilitate high-quality face-to-face meetings with international business partners and establish targeted partnerships.



Online and offline training

Travel professionals' destination expertise plays a key role in choosing Switzerland as a travel or conference destination. ST therefore trains thousands of travel agents worldwide every year through in-house training courses and topical webinars.

Switzerland Pro

Switzerland Pro is the digital marketplace on which buyers have access to Swiss suppliers at all times. Thanks to single sign-on (SSO), the platform can be used seamlessly before, during and after the various STMs with the same login.

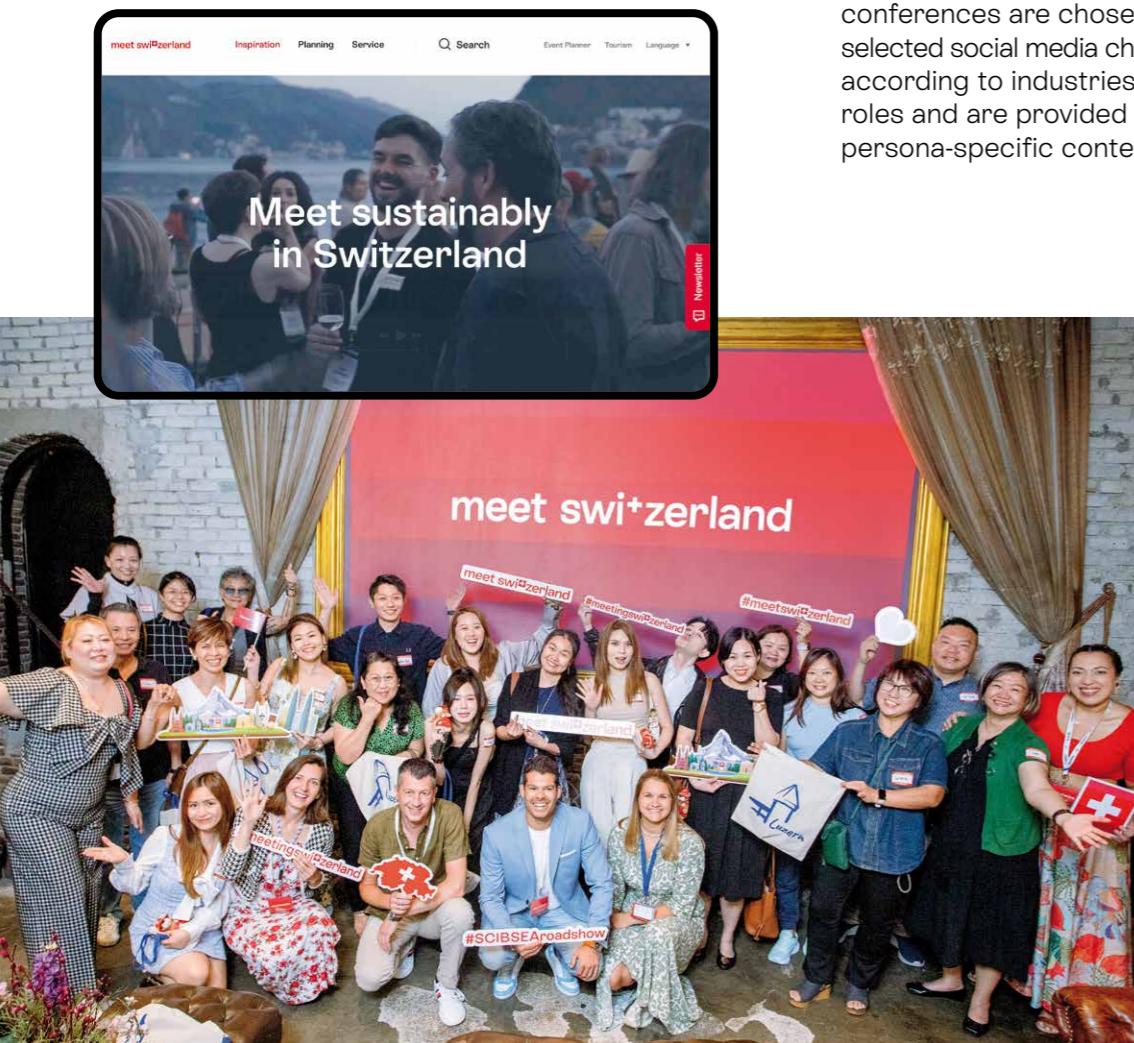


← Find out more at switzerland.com/pro



Organised business tourism

ST acquires business events and presents Switzerland as a sustainable event location. Digital campaigns and KAM activities increase visibility in short- and long-haul markets. The toolbox for business events is diverse.



Swisstainable business events

The event planner on switzerland.com makes it possible to select sustainable event locations and supporting programmes. Checklists and best-practice examples assist with organisation.



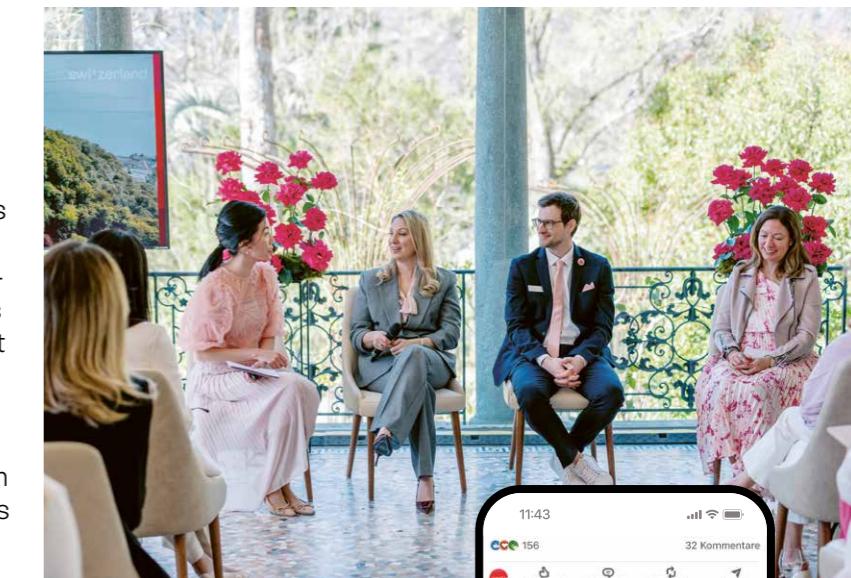
← Make your next business event Swisstainable

Digital campaigns

Hosts of meetings and conferences are chosen on selected social media channels according to industries and roles and are provided with persona-specific content.

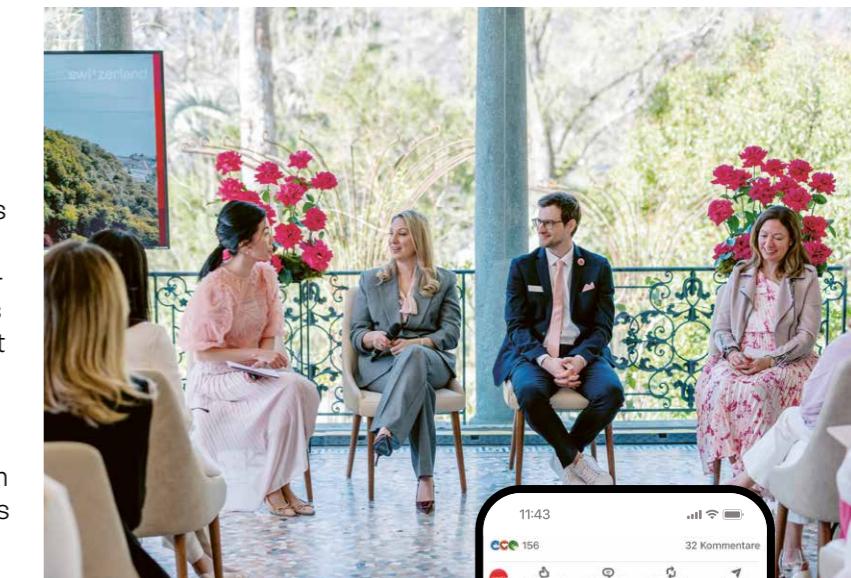
Destination weddings

Switzerland is marketed as a romantic wedding destination. Important tools include content on switzerland.com and social media as well as educational trips for wedding planners.



Industry networking events

By hosting international events in the meetings industry in Switzerland, ST boosts its visibility internationally and shows business event organisers that Switzerland is a successful destination for meetings, connects participants with Swiss providers and introduces them to other destinations by means of pre- and post-tours.



Trophies

Account managers from agencies in Europe, North America and Asia can discover Switzerland's meetings infrastructure, experience a variety of incentive programmes and hold sales talks with service providers. The Asia Trophy in November/December aims to distribute Asian incentive trips across the whole year.

Associations

ST acquires congresses, conferences and sporting events from international associations and organisations.

Management



Values

Passionate

We are committed.

Collaborative

We pull together.

Entrepreneurial

We think and act
entrepreneurially.

Unbiased

We are open to anything new.

Progressive

We act innovatively and
actively shape the future.

Responsible

We take responsibility for
environmental and social
matters.



Federal mandate

Basic role

Switzerland Tourism (ST)
ensures Switzerland's
overall tourist marketing
at home and abroad.

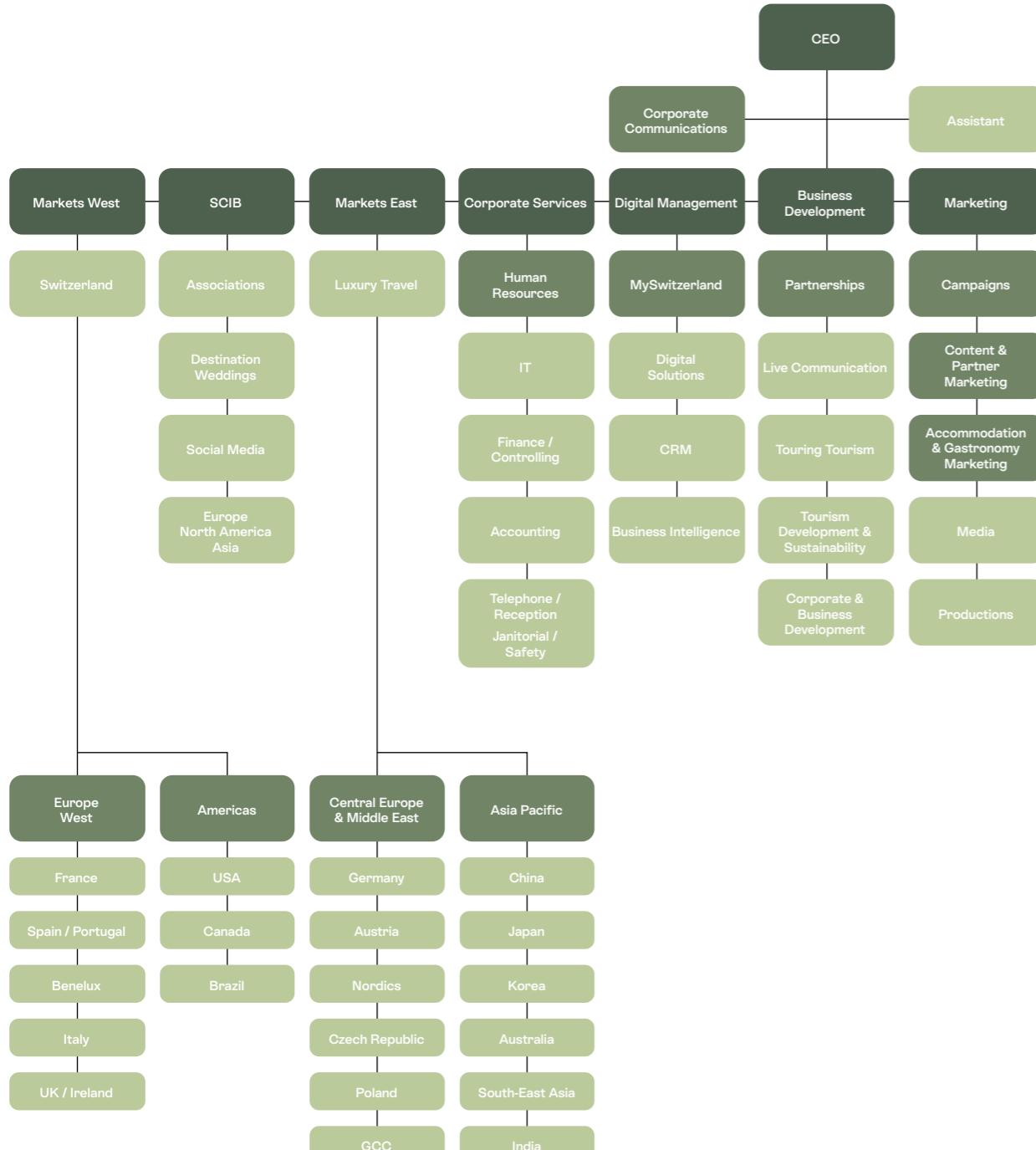
Advisory role

ST proactively makes
the expertise gained from
market research and market
observation available to its
members.

Role in promoting cooperation

ST brings together the tourism
industry for a joint market
presence and coordinates this.

Globally positioned – headquartered in Zurich

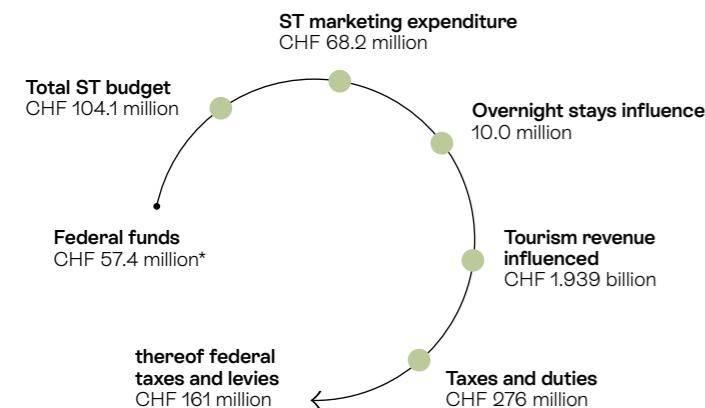


Clear management principles for a strong corporate culture

Leadership	Empowerment	Recruitment	Diversity
ST respects employees, challenges them with ambitious goals, shows them trust and supports them so that they can deliver the best possible performance.	ST empowers and promotes employees who show commitment, think independently, act entrepreneurially and achieve their goals. ST facilitates personal development and international careers.	ST consistently hires employees that best fulfil a clearly defined requirement profile. ST attaches great importance to personality, training and suitable experience.	ST fosters a balanced mix of genders, backgrounds, languages, training and experience across all levels of the hierarchy.



Every franc invested by Switzerland Tourism influences around 28 francs of tourism revenue



*plus extraordinary recovery funds:
CHF 6.7 million

Less federal funding, less impact

The effects of a threatened reduction in federal funds are drastic. A 20% reduction corresponds to CHF 11.4 million per year – or CHF 45 million over a legislative period: less available for promotion and steering.

Factual situation

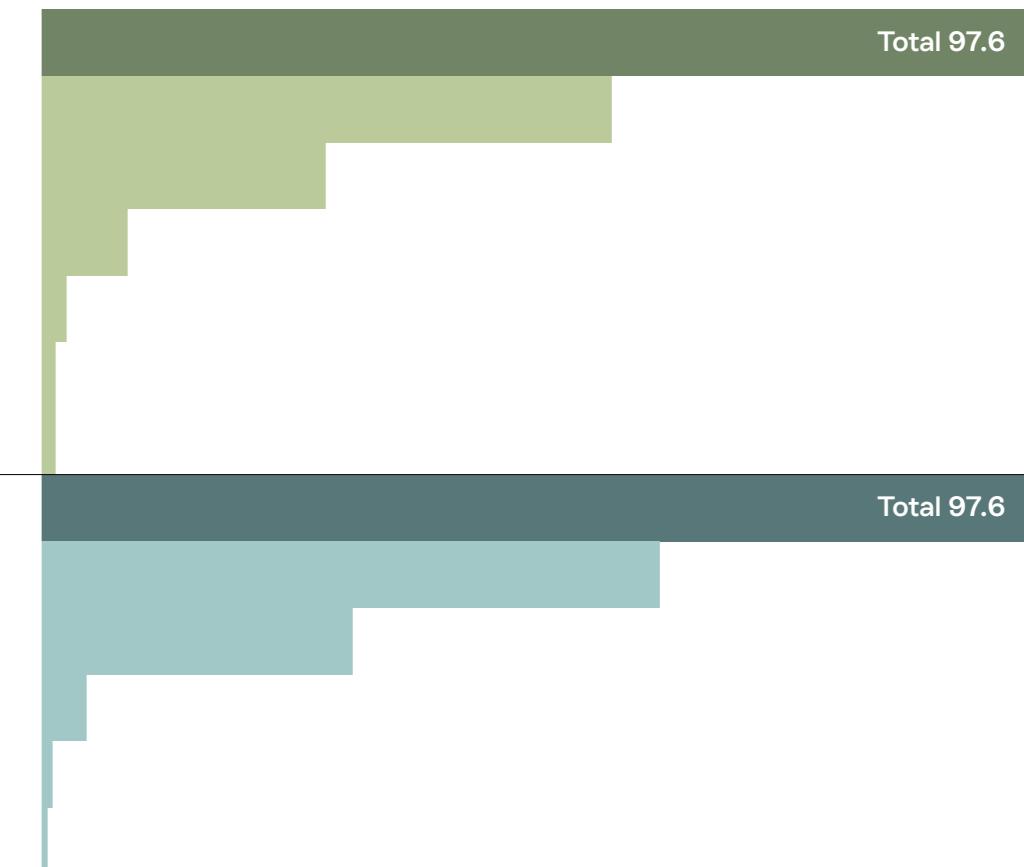
- + One in five first-time guests is influenced by ST – scientifically proven.
- + Each franc invested in marketing influences 28 francs in tourism revenue.
- + In recent years, ST has absorbed real cuts of 10% due to inflation and cross-sectional reductions.
- + The federal contribution would return to its 2004 level, representing a setback of nearly a quarter of a century.

The consequence

- + Medium-sized, small and peripheral destinations lose visibility.
- + Large destinations and players act more independently and are therefore less coordinated.
- + The coordinated management of visitor flows, sustainability, seasonality and duration of stay is lost.
- + Lighthouse campaigns end. Switzerland as a tourism destination loses its appeal and attraction.

Annual budget 2026

In CHF million, divided into income and expenditure



Relevant key figures show the success and impact of Switzerland Tourism

Actual 2024	Forecast 2025	Budget 2026
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Partner integration

Output

How much partner investment were we able to attract?

Investment from tourism partners	28.2m	27.2m	28.0m
Investment from corporate partners	9.2m	8.7m	8.4m

Outcome

How satisfied are the partners? (Rating scale 1-10)

Satisfaction of tourism partners	8.2	8.2	8.2
Satisfaction of corporate partners	8.3	8.3	8.3

Campaigning and activation

Output

How many people were reached by the activities?

Top marketing contacts	4.9bn	5.4bn	4.7bn
Web visits switzerland.com	63.4m	58.0m	57.7m

Outcome

Did the activities trigger a response from guests?

switzerland.com engagement rate	71.8%	79.0%	79.0%
Social media engagement rate	1.2%	5.5%	5.0%

Customer responses	13.7m	14.1m	14.2m
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Actual 2024	Forecast 2025	Budget 2026
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Key media management (KMM)

Output

How many people were reached by the activities?

Top media posts	3,593	2,964	2,907
Top-coverage media contacts	6.6bn	5.4bn	4.9bn
Qualified media interactions	10,681	9,360	9,225

Key account management (KAM)

Output

How many people were reached by the activities?

Qualified interactions KAM leisure	22,066	21,150	20,940
Qualified interactions KAM business events	12,699	10,615	10,715
Requests for proposals for business events	1,177	1,090	1,120

Outcome

Did the activities trigger a response from guests?

Sales of tour operators influenced	951.2m	876.1m	897.5m
Sales of business events influenced	66.4m	66.6m	71.7m

Partner reporting

ST prepares comprehensive reports on its activities with its partners. Based on these findings, marketing activities are improved and the benefits for partners are increased.

New key performance indicator system for the industry and Switzerland Tourism

Overnight stays are too often considered the dominant indicator of the industry's performance and success. Taken alone they are not very meaningful, and in some cases even misleading. ST is therefore developing a new system of key performance indicators

that will provide a differentiated picture of the development and potential of the industry as well as the performance and effectiveness of its own marketing activities. The system comprises three types of indicators: tourism, strategic and operational.



We would like to thank our partners for their trust and cooperation, and look forward to further success together!

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